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Sida Decentralised Evaluation

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The key role of ICTJ in the designing of Colombia's complex Transitional Justice System

Final Report

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Abbreviations and Acronyms

AMCOP	Asociación Municipal de Colonos de El Pato
AUC	Auto-Defensas Unidas de Colombia
CEDOE	Centro de Doctrina del Ejército de Colombia
CEV	Comisión para el Esclarecimiento de la Verdad, la Convivencia y la No Repetición (The Commission for Clarification of the Truth, Co-existence and No-Repetition)
CSIVI	Comisión de Seguimiento, Impulso y Verificación a la Implementación del Acuerdo Final (The Commission for Monitoring, Promotion and Verification to the Implementation of the Final Agreement)
Farc	Fuerzas Armadas Revolucionarias de Colombia, Ejército del Pueblo (as a guerilla), Fuerza Alternativa Revolucionaria del Común (as a political party, since September 2017)
HRBA	Human Rights Based Approach
IPC	Instituto Popular de Capacitación
ICTJ	International Center for Transitional Justice
IFIT	Institute for Integrated Transitions
J&P	Justicia y Paz (Justice and Peace Agreement, 2005)
JEP	Jurisdicción Especial para la Paz (Special Peace Jurisdiction, 2016)
LGBTI	Lesbian, Gay, Bisexual, Transexual, Intersex
NPO	National Program Officer
MSEK	Million Swedish Crowns
MOVICE	Movimiento Nacional de Víctimas de Crímenes de Estado
OACP	Oficina del Alto Comisionado para la Paz (Office of the High Commissioner for Peace)
OC	Outcome
OECD/DAC	The Organisation for Economic Co-operation and Development/Development Assistance Committee
OHCHR	Office of the High Commissioner of Human Rights
OM	Outcome mapping
OP	Output
SEK	Swedish Crowns
UNDP	United Nations Development Programme
ZRC	Zona de Reserva Campesina (Peasant Reserve Zone)

Preface

This evaluation was contracted by the Swedish International Development Cooperation Agency (Sida) through the Framework Agreement for Evaluation Services, and conducted by the consortium partners FCG Sweden and NCG Sweden.

The Evaluation Team consisted of the Team Leader Jocke Nyberg, working with Heidi Abuchaibe Abuchaibe in Colombia, with support from Daniela Martínez Pérez. The report was quality assured by Kim Forss.

The team is grateful for the effective and swift cooperation with the staff of International Center for Transitional Justice in Colombia (hereinafter ICTJ Colombia or ICTJ) and Sweden's Embassy in Colombia during all stages of the evaluation. ICTJ's strategic allies in Colombia collaborated well during the planning and implementation of the interviews with the team.

Executive Summary

Relevance

The project's relevance to the needs and priorities of the stakeholders is extremely high. Stakeholders include authorities in the judicial, executive and legislative branches, advisors to the peace negotiators (Government + Farc), a heterogeneous group of human rights oriented CSOs, representatives of the Colombian armed forces and the media. Practically all recognised that the activities, goals and methods used by ICTJ were highly relevant because of the importance to influence the peace agreement and consequently the design of a comprehensive transitional justice system in Colombia. Many of the elements in this system constitute conditions to achieve reconciliation after five decades of internal war and gross and systematic violations of human rights.

Effectiveness and impact

ICTJ achieved results beyond the ones set in project's planned logic framework. This positive accomplishment applies to the project's three outcomes, specified as 1) an increased understanding of transitional justice measures among CSO, state and other social institutions; 2) feasible proposals on judicial accountability and institutional reforms that were informed by ICTJ expertise; and finally, 3) ICTJ's contribution to serious debates and decisions on the importance of the truth-seeking process, including a truth commission. Many of the interviewees recognised that the activities they took part in were not linked to a specific project. Because of this, the evaluators took a pragmatic approach to assess why and how results were achieved. The analysis contemplated three factors: 1) ICTJ's system to adapt donor projects to its country plan; 2) that some activities relevant for the results were a mix of those within and outside the project; and 3) the fact that Sweden, the largest donor, used several sources to finance ICTJ during the period 2015-2017.

The evaluators also assessed the level of the project's impact, by aggregating achieved outcomes as perceived by many interviewees. There is evidence that ICTJ has had an impact on the design of Colombia's transitional justice system, with many laws, also at the constitutional level, and on authorities now in charge of implementing many of the agreed measures.

Efficiency

The objectives were achieved on time, the human and financial resources were spent in a responsible way and it would have been difficult to reach same results by other

means. With these observations the evaluators conclude that the overall efficiency is good. The evaluation looked at costs per major event and costs per participant, as well as the number of readers of four of the publications financed within the project. These were found to be reasonable in terms of cost-efficiency. All interviewees recognised that their relationship with ICTJ was well invested time and paid off in terms of increased knowledge and capacity. One critical remark is Sweden's and other donors' lack of coordination in their support to ICTJ, which reduces the cost-efficiency.

Sustainability

From a learning perspective, ICTJ's dialogues, trainings, technical assistance and publications, contributed in a sustainable manner to the greater understanding of transitional justice in many ways. Colombia has now a quite solid system in place to meet short- and medium-term challenges. Some reforms to which ICTJ contributed will be difficult to change although never impossible. The preservation of these important reforms depends on the political development and power dynamics during the coming years. Some institutions recognised the lack of systematisation or conservation of the inputs resulting from the technical assistance received, or from memory of the actions carried out jointly or with the support of ICTJ.

Cross cutting issues

ICTJ targeted gender equality and LGBTBI rights during the project's implementation, but not as cross-cutting/mainstreaming issues. The support to women's and LGBTBI organisations and networks was focused and targeted the peace agreement. Their representatives considered that ICTJ's advice and dialogue contributed to both their own and other organisations' successful efforts to influence the peace negotiators. The peace agreement contains a recognition of the armed conflict's harm to the rights of women and LGBTBI people, and all actors in the conflict who committed crimes will face justice and victims will, hopefully, be offered reparation. ICTJ's approach to conflict sensitivity has been comprehensive, according to many interviewees, one of ICTJ's strengths has been the ability to relate to many stakeholders and keep a technical profile while abstaining from taking political positions.

Recommendations (selection)

TO BOTH ICTJ AND EMBASSY OF SWEDEN IN COLOMBIA

Bearing in mind that the purpose of this evaluation is to generate recommendations for a future joint project, the evaluation team proposes the following action to be taken jointly by Sweden and ICTJ:

1. Continue to support the transitional justice process in Colombia as it during 2018 it enters a new and more intensive implementation phase.

2. Sweden's new support to ICTJ should adapt to ICTJ's country plan, which requires an intense dialogue and joint exercise in the planning phase, so that the setting of goals/expected results (outputs and outcomes) in a Swedish or combined Swedish-Norwegian project are technically close to those in ICTJ's country plan without compromising the quality of the result framework design.

3. Both ICTJ and the Embassy should proactively encourage other donors to ICTJ Colombia to be part of a joint project or program for the coming years.

4. A new financial support from Sweden and possible other donors to ICTJ's country plan should consider to be more focused (compared to the previous supports) on activities in regions heavily affected by the war. The purpose is to strengthen installed capacity and social organizations and authorities responsible for the implementation of agreed measures.

6. For an improved gender-sensitive intervention, ICTJ and the Embassy of Sweden, in should consider planning initiating an internal training on why and how mainstreaming of gender could be applied in the forth-coming project.

TO THE SWEDISH EMBASSY IN COLOMBIA

8. Consider establishing an analytical model aimed at making aggregation possible of results from several projects in Sweden's transitional justice portfolio. The model could inspire ICTJ as tool to aggregate results from different projects into the country plan.

TO ICTJ COLOMBIA

9. ICTJ should continue with its intervention model based on the identification of national and local partners, who are not seen as primarily targets groups but strategic allies. One of the models' strengths is that it has mutual benefits and influence both ICTJ's and their partners results. AN example of joint planning would be interesting to try.

12. It would be interesting if ICTJ could provide both governmental and civil society organisations in affected regions with of successful examples of how transitional justice measures directly contributed to inclusive development, for example work opportunities and improved social and other services. This topic is intricately linked to the guarantee of non-recurrence.

1 Introduction

1.1 BACKGROUND AND PURPOSE

The Embassy of Sweden in Bogotá and the Colombia office of the International Centre for Transitional Justice (ICTJ) signed an agreement in 2015 for a period of three years to finance the project “*Support to transitional justice initiatives that advance accountability in the context of a complex peace process in Colombia*”. The project was a follow-on of previous supports to ICTJ since 2008.

The purpose of the evaluation is to provide inputs to define approaches and priorities for a possible next phase of the project. Finalising in February 2018, the project aimed to contribute to strengthening the design and implementation of transitional justice processes and initiatives that advance accountability in the context of the peace process between the government of Colombia and the FARC. A historic peace accord was signed in November 2016, giving a push to the implementation of several transitional justice measures, many of them established before the agreement.

1.2 EVALUATION OBJECT AND SCOPE

This project was funded by the Embassy of Sweden in Bogota with ICTJ as the only responsible implementer but in close cooperation with what ICTJ labels “strategic allies”. In fact, they are synonymous to stakeholders or, using an outcome mapping term, boundary partners. The evaluation period covered the period of implementation of activities from March 2015 until September 2017. The activity period of the project was extended until May 31, 2018.

The object of the evaluation was, in the words of the terms of reference, “ICTJ and the above-mentioned project”. The evaluation scope, in terms of time, was realised activities between March 2015 and September 2017. (The original end date of the project was February 2018.) Total funding by Sweden is 9.000.000 Swedish kronor (9 MSEK), equally divided between the three years: 3 MSEK (2015, 2016, 2017). The project was the fourth support to ICTJ by the Embassy of Sweden. The previous projects were:

- 2008-2010 “Support of national institutions involved in the application of Law 975 of 2005 to promote greater respect for victims' rights”
- 2010-2013 "Technical assistance, political advocacy and public debate to support respect and guarantee of victims' rights in Colombia"
- 2013-2014 “Integrated Approach to Transitional Justice to Support Accountability and Peacebuilding in Colombia”.

The relevance of mentioning these projects relates to the level of trust and recognition that ICTJ has been able to build over the years, which has made it possible to work with the partnership concept “strategic” allies. The previous projects were designed with partly similar objectives and activities, which may also explain why some interviewees were not able to distinguish activities from one project to another. The geographical area covered by the evaluation is the same as the project, the entire country of Colombia. Since many of ICTJ’s strategic allies are based in Bogotá, the evaluators conducted most of the interviews there. The other two places visited were Medellín and the village Balsillas (approximately 300 inhabitants), located in the municipality of San Vicente de Caguán, a stronghold of Farc during the armed conflict. As part of the grand project, ICTJ supported a specific project in several rural villages in this region. The purpose of this small intervention is to document and spread the rural inhabitants’ experiences of living in an area where five decades of intense armed conflict was, closely connected to the transitional justice pillar of the right to truth and non-recurrence, as there is now a need for state investments and the presence of authorities.

The evaluation was carried out during January and March 2018 by Jocke Nyberg (team leader), Heidi Abuchaibe and Daniela Martínez Pérez. Kim Forss conducted quality assurance of the three delivered evaluation reports.

1.3 EVALUATION QUESTIONS AND CRITERIA

The evaluation was guided by the seven overall criteria: relevance, efficiency, effectiveness, impact, sustainability plus the two cross-cutting issues gender equality and conflict sensitivity. As guidance for the approach to the first five criteria, the evaluators used the definitions established by OECD/DAC and closely followed the evaluation questions. The criteria relevance was interpreted to include needs and priorities not limited to those directly involved in the project’s activities, but also a brief mention of Sweden’s development cooperation strategy and the Colombian political context. Efficiency was considered to analyse questions 1) were activities cost-efficient? 2) were objectives achieved on time?; and 3) was the programme or project implemented in the most efficient way compared to alternatives? Effectiveness and impact considered the definition criteria for results in the project’s application and planning matrix.

RELEVANCE

- To which extent has the project conformed to the needs and priorities of the targeted stakeholders?

EFFICIENCY

- Can the costs for the project be justified by its results?

EFFECTIVENESS

- To which extent has the project contributed to intended outcomes? If so, why? If not, why not?

IMPACT

- What is the overall impact of the project in terms of direct or indirect, negative and positive results?

SUSTAINABILITY

- Is it likely that the benefits of the project are sustainable?

OTHER QUESTIONS TO BE CONSIDERED IN THE EVALUATION ARE:

- Has the project been designed and implemented in a conflict sensitive manner?
- Has the project had any positive or negative effects on gender equality? Could gender mainstreaming have been improved in planning, implementation or follow up?

Box 1: Evaluation criteria and questions (from the Terms of Reference, ToR, Annex 1)

Assessment criteria of sustainability closely followed the ECD/DAC guidelines and addressed issues such as improved understanding and its relation to the establishment and strength of transitional justice institutions.

1.4 BRIEFLY ABOUT ICTJ

With 16 years of existence, ICTJ is a recognised international non-governmental human rights organisation, at present working in 32 countries, a majority of which that have been or are going through a transitional justice process. In its own words, ICTJ...

“...works to help societies in transition address legacies of massive human rights violations and build civic trust in state institutions as protectors of human rights. In the aftermath of mass atrocity and repression, we assist institutions and civil society groups—the people who are driving and shaping change in their societies—in considering measures to provide truth, accountability, and redress for past abuse.”¹

Peace processes and conflict resolution are conditions for the application of transitional justice measures. ICTJ emphasises its involvement in the negotiations between the Government and Farc as the clearest example of importance to engage in a constructive manner.

Among staff and trustees, ICTJ has been able to attract some of the world’s leading experts in the field of truth, justice and reparation, among them Pablo de Greiff, Thomas Burgentahl and Juan E. Mendez. The Colombia office of ICTJ has 12 full time staff. Annex 6 includes a list of donors during the time span of the evaluated project 2015-2017.

¹ Extracted from: <https://www.ictj.org/about>.

2 Summary of Methods

2.1 OVERALL APPROACH

Outcome mapping was used to track the level of achieved objectives, or in other result-based management terms, expected results. By using a synthesis of aggregation of intended and non-intended results at the outcome-level, the evaluators were able to assess different levels of impact, although not limited to the intervention within the project but rather by ICTJ (as a whole) and in the framework of its country program for Colombia. The relevance of this approach is explained in section 2.1 *Limitations* and in 4.2.2 *Observations on the project's design*. (A detailed description of the evaluation methods used can be found in Annex 2.)

2.2 INSTRUMENTS FOR DATA COLLECTION

The evaluators applied the following data-collection tools:

- Secondary data, a variety of public and non-public documents, reports, booklets, books and a short documentary film produced by ICTJ (for a full list, see Annex 5).
- Single or person-to-person interviews, mostly face-to-face. The evaluator, who used pre-established questionnaires to cover all the evaluation questions, interviewed a total of 46 persons. The interviews were semi-structured and directed to different boundary partners (Guiding questions are found in Annex 2).
- A few group interviews, mainly with civil society organisations with a similar mandate and having a strong relationship with victims.

2.3 2.3 SAMPLE OF RESPONDENTS

The evaluators selected a large sample of respondents based on the project's entire population. The selection technique was to have representative and heterogenous samples in order to reach a significant number of strategic allies to ICTJ. They had different roles in the activities and outputs aimed at contributing to ICTJ's achievement of the three outcomes. The sample population was distributed in the following categories:

- Authorities in the judicial branch, staff at the Supreme Court of Justice, the Justice and Peace Tribunals, and the Office of the Attorney General.
- Authorities in the executive branch, both those related to the peace negotiations and responsible for the implementation of the agreement, for example Ministry of Justice, Ministry of Defence and several branches of the Armed Forces of Colombia, the Office of the High Commissioner for Peace and the recently created Commission for Truth and Reconciliation, CEV.

- Civil society organisations subdivided into categories 1) networks and single human rights-oriented organisations; 2) women's organisations; and 3) organised victims.
- Advisors to the peace negotiators, on both the Farc and the Government sides.
- Media institutions and individuals managing tools and media platforms for communication and information about the peace agreement and the transitional justice process.
- International inter-governmental organisations, especially two UN agencies: The Office of the High Commissioner for Human Rights (OHCHR) and UN Women.

Another sample selection criteria was to include boundary partners outside Bogota, in a rural setting (the village of Balsillas), in a semi-urban area (municipality of San Vicente de Caguán) and in the city of Medellin, where the transitional justice process faces different challenges.

The evaluators also consulted some independent experts on transitional justice for verification purposes, although this sample was limited. Annex 3 is a list of all interviewees, in total 52.

Non-response problems:

- A few of the selected interviewees, limited to 2-3, were not able to provide required information as they recalled only a weak or indirect relationship with ICTJ.
- In relation to the mini-surveys (figures 1, 2 and 3) the number of total respondents varies because not all the 52 participated in the project's activities, while some of those taking part did not remember or were not able to distinguish details asked about. The mini-surveys contain answers from between 36 and 42 interviewees.

2.4 TOOLS AND STRATEGIES FOR DATA ANALYSIS

Evaluators used a narrative analysis of the information collected through the interviews and replies were structured and discussed in relation to the evaluation criteria and questions. There was also an analysis the relationship between responses made by representatives of the different boundary partners and certain outputs and outcomes, even if the result of this exercise did not show that some boundary partners perceived stronger results than others. Excel was used to calculate and summarise and present quantitative collected data.

Some secondary data – documents and publications – were assessed to compare what ICTJ reported to the Embassy and interviewees perceptions on the same subject, for example indicators related to certain outputs. The evaluators analysed information that ICTJ was asked to provide for example the costs for events, broken down to costs per participant.

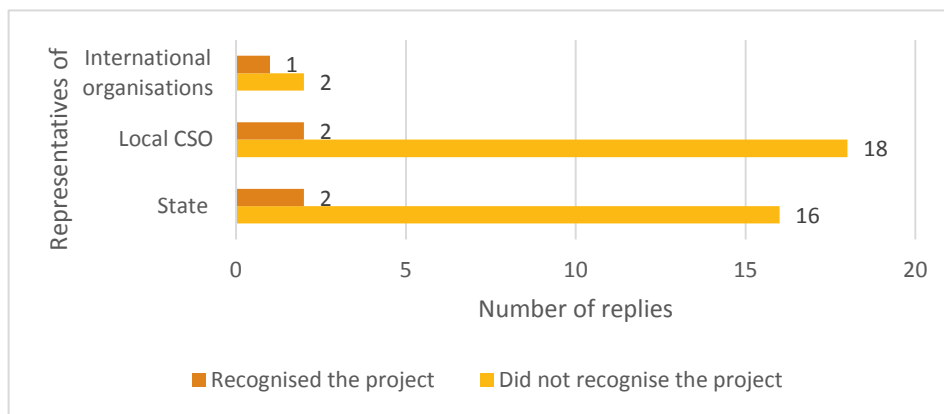
2.5 DEFINITION OF CONCEPTS

ICTJ in general does not use concepts like beneficiaries or target groups in its interventions. This is clearly reflected in the project documents, for example, in the application and baseline.² Although not present in these documents, the term strategic allies or partners is preferred. This could be explained by the fact that ICTJ most often views them as channels through which ICTJ's knowledge-increasing activities produce results further down the ladder. This cooperation model is deliberately chosen by ICTJ with arguments like: We are an international organisation with no intention to replace Colombian organisations, our role is to continue to expand knowledge and understanding of transitional justice processes and tools with the support of experiences from other countries and contexts.

2.6 LIMITATIONS

One limitation was that very few interviewees recognised that their participation in activities were part of a specific project, much less a project supported by the Embassy of Sweden (Figure 1).

Figure 1: Level of recognition of the project by participants in its activities



The dominant perception was that the activities were related to ICTJ's general work in Colombia, without a reflection of sources of financial resources. This may not be a major limitation but to some extent it affects the possibility to assess the project's results based on the interviewees' narratives. The evaluators, and sometimes after

² ICTJ PROGRAM GUIDANCE: "On Conducting Stakeholder Analysis What is Stakeholder Analysis? At ICTJ, we define a "stakeholder" as any person, group, or institution who will be affected or who will affect the achievement of our program's goals, objectives, and results both positively and negatively. Stakeholder Analysis identifies all stakeholders who have a vested interest in the issues with which our program is concerned. Its aim is to help program managers develop a critical and strategic view of the power and support of stakeholders relative to the transitional justice issues we care about and identify how our program can best work with them towards achieving our desired program objectives."

explaining the project's objectives, decided to deal with this limitation in a pragmatic way, accepting that some results were part of activities realised both within and outside the project. This approach may also be defended by the fact that during 2015-2017 Sweden was the largest donor to ICTJ, who received financial support from at least three different cooperation channels or platforms (see Annex 6). Apart from the project support by the Embassy Sweden in Colombia, ICTJ also received Swedish funds via UNDP's Transitional Justice Fund in Colombia and via core funding managed by Sida in Stockholm. The evaluators also reflect on this issue in section 3.2.5.

Another limitation was that due to the large number of activities during a long period, many interviewees found it difficult to remember and/or distinguish findings from conclusions.

3 Findings and conclusions

3.1 RELEVANCE

3.1.1 The project's adaption to needs and priorities of ICTJ's boundary partners

The project's relevance to needs and priorities of boundary partners is found to be extremely high, almost to a degree to become an irrelevant question for the evaluation. The relationship between Sweden and ICTJ is strategic in nature, as its overall aim is to mutually reinforce both parties' concrete actions and images in Colombia and, at a second level, in Sweden. Both Sweden and ICTJ are mentioned in the peace agreement between FARC and the Government, section 6.4.2, International accompaniment, with specific expectations of contributions in the implementation of several transitional justice-related themes.³

ICTJ's project is the fourth financed by Sweden since 2008 and is well aligned and integrated with ICTJ's country plan, which in turn is in line with needs of the boundary partners that ICTJ interacts with.

When the project was presented to the Swedish Embassy in 2014, the peace negotiations in Havana were entering the third year and progress was evident on issues related to transitional justice. The project's aim to increase knowledge of these issues was thus highly relevant as a successful outcome of negotiations was a basic condition to finally address victims' demands for their human rights. As the final agreement contains a detailed structure of a transitional justice mechanism and a plan on how this will operate, the project's high relevance did not change during its three years of implementation. During almost all interviews the evaluators asked for a quantitative assessment of the relevance of ICTJ's actions with boundary partners. We asked for the degree of relevance for activities within each of the activity categories that ICTJ uses not only in Colombia but also worldwide (Dialogue, Training and Capacity Building, Technical Assistance and Publications/Reports).

Most of the respondents were able to differentiate the type of categories of activities they had performed with ICTJ. A majority stated that they had been involved in all

³ For exact details, see the full agreement in English at <http://especiales.presidencia.gov.co/Documents/20170620-dejacion-armas/acuerdos/acuerdo-final-ingles.pdf>, pages 228-229.

four categories. 32 out of 36 ranked dialogue as being the most relevant, confirming the importance of ICTJ's capacity to exchange ideas and experience during the peace negotiations in Havana in political and technical terms on key transitional justice mechanisms. Also, ICTJ's publications and reports were said to be extremely or highly relevant (30 out of 36). Training/capacity building and technical assistance was ranked extremely or highly relevant (26 and 23) by the respondents. Only one respondent assessed ICTJ's activities as low relevance, and this in the field of technical assistance.

3.1.2 Conclusion on relevance

The activities of ICTJ financed through the project have been consistently and highly relevant for all participants. While the attribution of results to the project is a complicated issue, the project's flexible design has been positive for the relevance, as ICTJ was able to adapt its action to a changing context which is highly appreciated by the respondents.

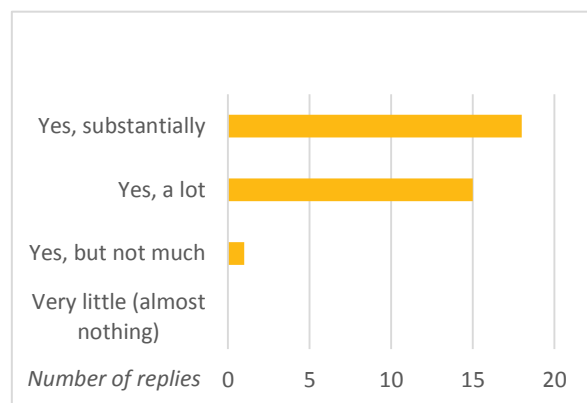
3.2 EFFECTIVENESS AND IMPACT

3.2.1 Achieved outcomes

The project established three outcomes that respond directly to what is expressed in the ICTJ's Colombia country plan: 1)

Improved understanding of transitional justice measures by civil society organisations, state, and other social institutions; 2) National and regional actors, including government stakeholders, parties to the peace negotiations, and CSOs, develop proposals on judicial accountability and institutional reforms that are informed by ICTJ expertise; and 3) Government and civil society stakeholders' debates and decisions reflecting the importance of a truth-seeking process in Colombia, including a possible truth commission.

Figure 2: In quantitative terms, did the ICTJ activities contribute to your understanding of transitional justice mechanisms?



The quality of ICTJ's action is widely recognised in all the interviews conducted. ICTJ is known as reference or authority in practically all transitional justice issues, and viewed as a specialised, neutral and highly competent organisation.

The evaluators asked 43 interviewees about the perception in quantitative terms of ICTJ's contribution to their understanding of transitional justice (Figure 2).

ICTJ's action in the implementation of the project is part of the trust it has built with the different stakeholders, whose relations in almost all cases predate the structuring

of the project being evaluated. The ICTJ has made important progress on stakeholder management, its identification and relevance.

A first overall conclusion of the evaluation is that the proposed outcomes broadly exceeded the expected results according to the indicators established. In the following sections, the evaluators analyse the achievement of results per outcome.

OUTCOME 1

To improve the understanding of transitional justice measures by civil society organisations, state, and other social institutions, the project anticipated three different outputs. The first envisaged *dialogue with and training of civil society organizations, both nationally and regionally, including women's organisations to provide theoretical and practical tools for formulating proposals*. The interviews with civil society organisations recognised that ICTJ maintained constant dialogue and communication with these organisations, as well as the impact that the training and dialogue activities have had on aspects of great relevance in the implementation of transitional justice in Colombia. The organisations concur in highlighting the capacity of ICTJ to respond to specific training and dialogue requirements as well as the willingness to attend to them with high levels of quality and expertise.

The dialogue was characterised by the respondents as being permanent and aligned with their needs and priorities, generating a good level of mutual confidence. At the local level, a specific effort in rural areas of the municipality of San Vicente de Caguán, to document historical memories and develop pedagogical tools for peace stands out. This mini-project within the larger project has been carried out in small villages such as Balsillas and El Pato which were under Farc's influence and control during many decades, suffering many consequences of the war.

ICTJ's permanent presence in certain spaces such as the "Mesa por la verdad" has allowed a technical impact through comparative experience, support in the elaboration of proposals and the realisation of workshops according to the needs. Several actors recognised the success of this work in, for example, the decree that regulates the functioning of the Commission for the Clarification of Truth, Coexistence and Non-repetition as well as the role that the ICTJ has played in guaranteeing the participation of civil society organisations in decision-making spaces.

The same recognition was given by women's organisations, such as Corporación Mujer Sigue Mis Pasos. The ICTJ supported organised female victims in approximately 15 regional workshops which contributed significantly to a better understanding of transitional justice tools and had an empowerment effect on the participants.

A second output foresaw the *dialogue with the private sector, the military, opposition groups and other relevant actors*. In this regard, it is important to highlight the ability of the ICTJ to establish communication channels in direct dialogue with the different

forces, both political and by guilds, that allowed it to generate spaces for discussion and clarification of the concepts and scope of transitional justice measures. In the case of the armed forces of Colombia, some of the interviewees recognized the impact that ICTJ's work has had on raising awareness among certain sectors within this military sector, including important education and normative institutions like the Academy of War (Escuela Superior de Guerra) and Centro de Doctrina del Ejército de Colombia, CEDOE (Doctrine Center of the Colombian Army).⁴ The ICTJ has managed to influence very high level spaces and has contributed to the identification of problems around the differentiated and symmetrical judicial treatment for state agents.⁵ Permanent participation spaces, such as the International Seminar on Human Rights, Peace and Reconciliation, are held once a year and convene about 500 officers. The participation in regional discussions, mainly with Army brigades and divisions, should also be mentioned. ICTJ's activities with these military branches have been carried out for more than four years.

The alliance with the Chamber of Commerce of Bogotá (CCB) also stands out as another positive example. It allowed spaces for dialogue with different guilds, on the importance of the role of the private sector and the type of contributions that are needed. CCB, with a wide spectrum of affiliated companies, has a special department working to promote the private sector's understanding of the peace agreement and a commitment to support implementation.

From the interviews carried out, there was also a recognition of ICTJ's dialogue with representatives of the legislative branch, especially senators in charge of the implementation of the Peace Agreement. This dialogue was extended to the Group of point 5⁶, the National Congress of Peace and the Transitional Justice Board, although the latter was not permanent. These actions were complemented by their continued participation in forums and other outreach activities.

⁴ The armed forces of Colombia have approximately 350,000 members, a very big institution, and the choice on who and where to influence is of strategic importance.

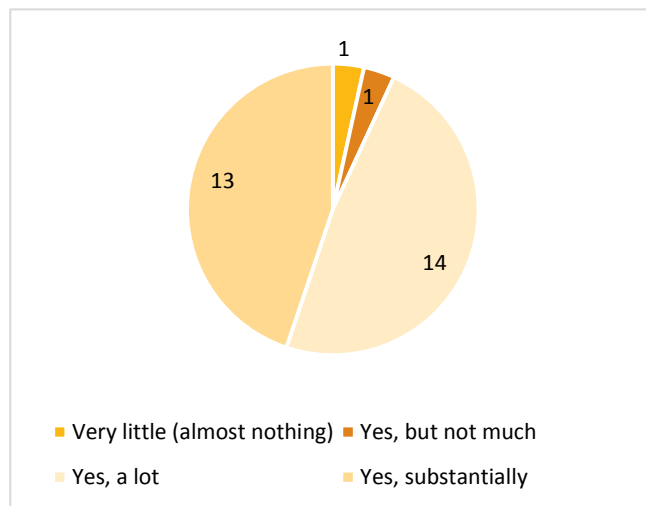
⁵ Because state agents cannot benefit from measures such as amnesties given the nature of their action: it does not correspond to a political crime, therefore the agreement provides for a symmetrical treatment, which allows them to obtain certain legal benefits.

⁶ Group of point 5 was a working group at the peace negotiations in charge on resolving issues related to victims' rights.

To comply with the greater understanding of transitional justice tools, *technical assistance for both transitional justice committees and local governments* was foreseen as an output. At least three regions were included. In this regard, although the interviews and documents analysed did not allow a strong identification of activities with local authorities, the action carried out with civil society organisations at the regional level stands out. The realisation of workshops and dissemination sessions contributed to community leaders' and citizens' understanding of the peace negotiations and its future impact on them. The added value of this type of action acquires special relevance in cases such as San Vicente del Caguán, traditionally stigmatised and marginalised due to Farc's strong presence there. It also contributed to organizational empowerment, especially of the strongest local organisation, AMCOP (Municipal Association of Colonos del Pato) and the Network UNIOS in the Peasant Reserve Zone (ZRC) El Pato-Balsillas.

The team asked the interviewees to identify which activities were more useful for better understanding transitional justice measures. Dialogue and technical assistance were the most appreciated activities although the border between them is not clear-cut. Also, ICTJ's publications and reports were valued although it was difficult to obtain examples of exactly which publications. ICTJ's distribution and monitoring system of these materials could be improved for a better evaluation of the perception of quality and usefulness of these publications. This issue is also related to cost-efficiency.

Figure 3: Proposals on judicial accountability and institutional reforms made by your organisation that were informed by ICTJ's expertise?



OUTCOME 2

A second expected outcome was *development of proposals from regional and national actors for the accountability and institutional reforms informed by the expertise of the ICTJ*.

One of the main outputs for the accomplishment of this result is based on ICTJ's technical assistance to its strategic allies. The evaluation identified ICTJ contributions to the parties at the negotiation table in Havana, i.e. advisors to the Government's and Farc's core negotiating teams. Several recognised the influence of the ICTJ in the definition and content of certain aspects of the peace agreement, such as the amnesty law and a particular contribution to Farc's understanding of how international criminal law, international human rights law and international humanitarian law deal

with victims' legal rights and individual penal accountability within the framework of transitional justice. ICTJ's documents and technical advice, as well as technical contributions through qualified interventions in constitutional controls, were said to be especially useful and contributed to reaching a balance of knowledge between the two parties in Havana, itself an important achievement.

The active role of ICTJ during the preparation of the peace agreement's legal foundation was mentioned as important. ICTJ was invited by the Government's Office of the High Commissioner for Peace (OACP) and the Ministry of Justice to provide technical assistance in this matter. It was carried out from January until July 2016, with technical inputs given to the Government, the Farc delegation and their advisers, members of the Colombian congress and the established Commission for Monitoring, Promoting, and Verifying the Implementation of the Final Agreement (CSIVI). The final results of the contributions are found in the Legislative Act 01 of 2017⁷, Law 1820 of 2016⁸, and the Statutory Law of the JEP⁹. With regard to this work, some interviewees stated that between January and May 2016 through weekly meetings, the ICTJ served as a bridge between the Government (OACP) and the civil society organizations (CSO) to promote dialogue and participation in the establishment of the above-mentioned laws.

Figure 4 shows that more than 90% of the interviewees identify as high and substantial the assistance and expertise delivered by the ICTJ in the development of their proposals on judicial accountability and institutional reforms.

Related to the second output, the technical assistance and dialogue were extended to judicial instances including the Prosecutor General's Office, the Supreme Court of Justice, magistrates from both Justice and Peace (Justicia y Paz) and Special Peace Jurisdiction (JEP). The long-lasting impact that ICTJ's contribution had on the consolidation of mechanisms to investigate organised crime was corroborated by the interviewees.

The evaluation also identified significant contributions to the creation of dialogue spaces, generating inputs for internal discussions at the Supreme Court of Justice about its role during the Peace Process framework and subsequent implementation of laws 975 of 2015 and 1424 of 2010. In this regard, and complying with activities outlined in output 2.3, ICTJ contributed to the identification and compilation of best

⁷ Legislative Act 01 of 2017 creates and regulates one of the core transitional justice bodies, the special judicial system for peace, known by its Spanish acronym JEP.

⁸ Law 1820 of 2016 regulates amnesties and pardons related to political crimes committed by both Farc members and state agents.

⁹ The Statutory Law of the JEP regulates the composition of magistrates of JEP and their competences.

practices in the implementation of Law 1424/2010 and Law 1592/2012. ICTJ thematically compiled the Justice and Peace experiences in four volumes; it collected what the Court has said about Justice and Peace (J&P) from following-up the process and observation in the hearings. The publication is called "The Criminal Justice and Peace Process" (*El Proceso Penal de Justicia y Paz*) and is just one of the many publications and reports that have served as an input for both processes; JEP and J&P.

OUTCOME 3

In outcome 3 the project had three outputs. The first relates to *meetings and trainings with public institutions and CSOs to produce a greater/better understanding of the right to the truth and elaboration and discussion of proposals*. ICTJ achieved this through participation in workshops, forums and meetings, including dialogue with leading members of the Farc. ICTJ's presence in workshops in regions, for example in the departments of Meta and Valle del Cauca, was especially appreciated by the participants, often locally-based human rights and victims' organisations.

The seminar "Protection, non-destruction and declassification of files of the security sector" is a good example of an activity that served to achieve understanding and awareness about a sensitive subject and to develop proposals to include in the peace agreement.

A second output was *the realisation of round-tables and dialogue with civil society organizations (including women's organizations, LGBTI- and victims-groups) with the aim to increase the understanding of the importance in the search for truth*. Almost all interviewees appreciated and recognised the positive and permanent role of ICTJ in coordinating a long-standing working group called "Mesa por la Verdad", a platform for discussion and presentation of proposals for the CEV mandate and methods. A specific example refers to how an additional six-month period to prepare the Truth Commission was included as a *Mesa* proposal, something considered essential for its implementation.

Other examples of strategic alliances between ICTJ and relevant transitional justice stakeholders, include for example with the legislative branch, public authorities and international organisations. An example of the latter is the participation of ICTJ in activities co-financed by UNDP and its technical participation in workshops convened by the European Union, for example "Gender Sensitive Transitional Justice", whose recipients were women's organisations, and women victims including those of Afro-Colombian and indigenous origin.

In the third output, the project foresaw the technical assistance of strategic allies in at least two regions for participatory design in the search for truth from a regional perspective. The most outstanding result here is the initiative to engage in a local project aimed at documenting the historical memory of the inhabitants, mostly farmers, in a region that was a stronghold of Farc for more than four decades and thus

stigmatised by the inhabitants in other parts of Colombia. The overall aim is to support truth-seeking in villages in the Balsillas-El Pato region and promote development within the framework of transitional justice (Peasant Reserve).

ICTJ also participated in many forums and meetings in Medellín, together with civil society organisations like Instituto de Capacitación Popular, Forjando Futuro, Inter-Church Justice and Peace Commission and Viva la Ciudadanía. They have a territorial approach and make efforts to identify truth and justice-seeking needs. A particular support to these organisations is a coordinated effort to establish a database, where cases of gross violations of human rights in Uraba Antioquia and Uraba Chocoano during the conflict are registered, using accurate transitional justice terms and criteria. The cases will be presented to JEP and the CEV.

Below the evaluators present some quotes from the interviews on outcomes and outputs:

“In the process of normative preparation of the JEP, we had weekly meetings where ICTJ's participation was permanent, technical and of high quality. Their inputs were always favourable to quality and adapted to the urgencies of the government.”

The ICTJ helped to outline some issues of Transitional Justice, with the role of Maria Camila who had the ability to move a technical talent to a more political sphere.”

“ICTJ is more skilled in the political dialogue than any other organisation and generates strategies aimed at producing transformations of the society.”

“ICTJ's strength is their judicial knowledge. When we feel alone it is good to consult them.”

“We wish that ICTJ had been more active in generating public debate on the importance of transitional justice.”

“It was very useful to learn about the experiences of the work of the truth commission in Guatemala. ICTJ brought to Colombia an expert from there.”

“In Havana ICTJ contributed to analyse the South African model on issues of amnesty and reduction of penalties in exchange of confessions of truth.”

“In all my investigations on victims in the regions done with my NGO, I used ICTJ's pedagogical materials on transitional justice measures, including a document with interviews with international experts.”

3.2.2 Summary of outcomes

Table 1: Results in relation to different transitional justice (TJ) mechanisms

TJ mechanism	Contribution examples	Related outcome (OC)+output (OP)	TJ design or TJ Implementation ¹⁰
Peace negotiation table	Creation of technical inputs for both sides of the table	OC1/OP1.2	Design
	Balancing the participation of the FARC in the negotiation (+ qualified)	OC1/OP1.2	Design
Achievement of the truth and search for forced disappeared persons	Incidence in the formulation of the mandate of the Truth Commission (CEV)	OC3/OP3.1	Design
	Incidence in the participation of civil society through the Roundtable for Truth (Mesa por la Verdad)	OC.3/OP3.1-3.2	Design
	Technical Assistance at a regional level to design participatory tools for truth search (Peasant Reserve Zone)	OC3/OP3.3	Implementation
Justice - Determination of JEP Responsibilities	Normative enlistment of the Special Jurisdiction for Peace (Legislative Act 01 of 2017- Law 1820 of 2016, Statutory Law JEP)	OC2/OP2.2	Design
	Knowledge production- in support of the legislative discussion in the Congress of the Republic. (with comparative perspective)	OC2/OP2.3	Design + Implementation
	Technical contributions through qualified interventions in constitutionality control	OC2/OP2.2	Design + Implementation
	Generation of inputs for the implementation of TJ mechanisms (JEP's judicial and administrative staff composition)	OC2/OP2.3	Implementation
	Encourage dialogue between Justice and Peace and JEP magistrates and prosecutors	OC2/OP2.2	Implementation
	Created spaces for dialogue between magistrates of the Supreme Court Criminal Chamber and international experts.	OC2/OP2.2	Implementation
	Created spaces of public pedagogy and awareness (Public forums with allies)	OC1/OP1.1	Implementation
Institutional Reforms - No Repetition Guarantees	Encourage dialogue on the role of the Public Forces in the post-conflict era	OC1/OP1.2	Design + Implementation
	Promote regional political dialogue (Caquetá)	OC1/OP1.2	Implementation
Integral reparation to the victims	Contribution to the design of point 5 of the peace agreement that have a reparative focus, which is now part of sanctions ordered by JEP and other transitional justice related judicial bodies.	OC 2/ OP 2.2	Design

¹⁰ In this column we differentiate whether the action contributed to the design of transitional justice tools in Colombia or if it contributes to their implementation.

3.2.3 Assessment of impact

The first overall impact attributable to the project, together with ICTJ's other activities, is the impact on the construction and design of transitional justice tools in Colombia. Practically all interviewees recognised that ICTJ played a crucial role by being present in many of the fora where transitional justice mechanisms were discussed and decided upon.

Through the implementation of the activities, ICTJ contributed to the following specific results at impact level:

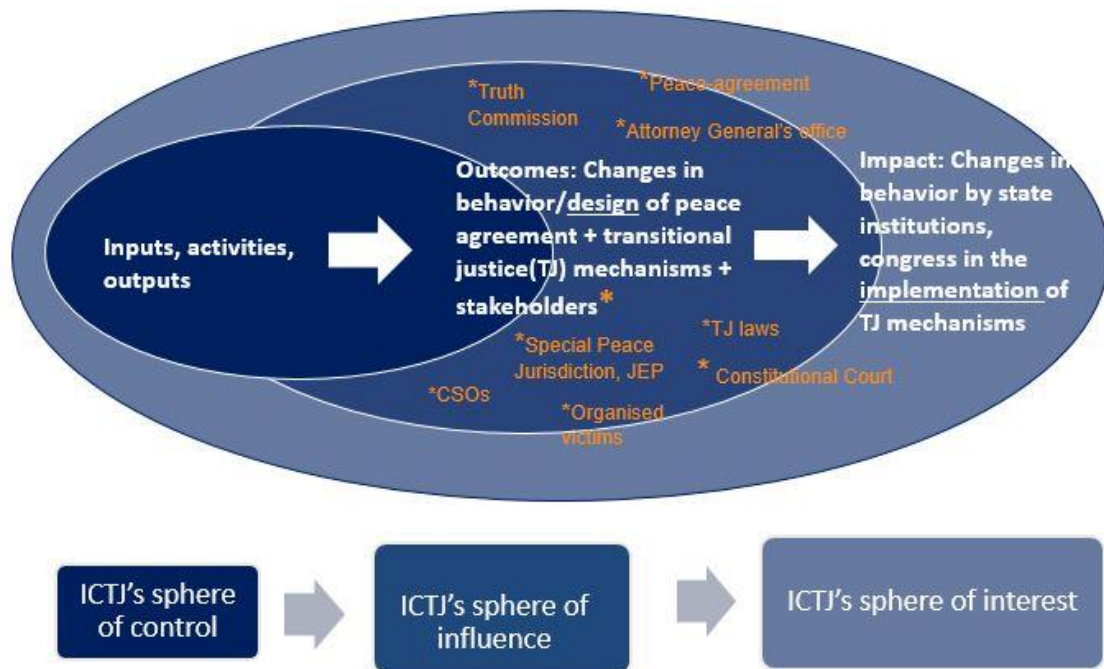
- **Influencing the content of the peace agreement between the Government and the Farc.** By sharing experiences on amnesty laws and related judicial issues from other peace negotiations and by making innovative proposals to the parties in Havana, ICTJ contributed to unblocking 14 months of gridlock in the negotiation of these points. The parties in the peace negotiating judicial commission found in the ICTJ a neutral organisation with high technical ability.
- **Influencing the construction of transitional justice tools in Colombia, its normative framework, with a vocation for peace, political and institutional stability and a recognition of the rights of victims.** Of importance are the contributions, apart from the mentioned above contributions, to the Amnesty Law (Law 1820 of 2016), the Regulatory Decree of the Truth Commission (Decree 588 of 2017) and the constitutional reform that gives life to the System of Truth, Justice, Reparation and No Repetition, (Legislative Act 01 of 2017).
- **Influencing public policy on transitional justice.** ICTJ was able to influence public policy and normative approaches through its participation in the selection committee to JEP, Truth Commission and Search Unit for Missing Persons, the set-up of its Technical Secretariat and the process to secure constitutional control of the peace agreement and its implementation mechanisms.
- **Accompanying and building confidence with civil society organisations and their participation in the negotiation process and the design and implementation of transitional justice mechanisms.** ICTJ achieved this through support to many different formal and non-formal institutions and scenarios of dialogue and generation of proposals, for example the Mesa por la Verdad (Working Group for the Truth) and the empowerment of regional associations such as AMCOP and Red Unidos.

Influencing public and political legitimacy for the peace agreement and the transitional justice process. This latter point should be connected to ICTJ's contribution to generate a certain level of legitimacy, recognition and support to the peace agreement and the transitional justice system in Colombia, and this in a political climate in Colombia characterised by polarisation and attempts to question and re-interpret several aspects of the peace agreement and the implementation laws and institutional mandates. The country plan and the capacity to build strategic

alliances with many stakeholders contributed to a critical mass supporting sustainable peace and justice and strengthening reconciliation efforts in the society. An example of this ICTJ's vision is the appreciated thematic support to media projects like the daily newspaper El Espectador's 20-20 project, a special unit at the newspaper which produces pedagogical articles on peace, justice, truth and reparations aimed at influencing decision-makers and the public in general.

As a graphic summary of the ICTJ's results, figure 4, shows in outcome mapping terms that ICTJ was able to influence beyond what often is the case in projects aimed at influencing similar processes. The institutions and others marked with an asterisk (*) are some examples of the key transitional justice stakeholders where ICTJ had considerable influence.

Figure 4: ICTJ's sphere of control, influence and interest



3.2.4 Reflections on the project's design

The main challenge to assess the level of effectiveness is to translate the project's objectives into measurable indicators which serve the purpose to identify the correlation between activities and obtained results. Indicators also have the purpose to

continuously monitor the project's implementation in relation to setting goals and along with this the capacity of the responsible organisation.¹¹

In advance, in its initial proposal the consultant team highlighted the challenge of measuring the outcomes of the project with a certain level of reliability; e.g. long-term outcomes in the process of transitional justice which is evolutionary, complex and has many political implications.¹²

Under this premise, the evaluation considers the context in which the ICTJ action is delivered in Colombia, and the objectives and interests of the boundary parties who are ICTJ's allies, often at strategic level. Thus, for the purposes of the evaluation, the long relationship between ICTJ and the Swedish Embassy in Colombia was considered, expressed through, among others means, financial support to three previous projects and political support to ICTJ's action in the Colombian peace and transitional justice process.

In this sense, it was possible to confirm that the design of the project, including its logical framework, reflects a cooperation model that has historically characterised the alliance between the parties and that is based on support for the Country Plan ("Plan País", PP), which is revised every year as a standard practice of ICTJ in all countries. It is thus observed that the expected Outcomes and Outputs and attached indicators are broadly stated, responding in a flexible and fast way to the requirements and needs of the actors and recipients of the actions; in a highly variable context.

However, and despite the many good results previously mentioned, it is noticed that this type of design presents weaknesses when it comes to attributing results to a particular project and donor and with a level of evidence. Here is one example of this from the project's final report to the Embassy of Sweden. ICTJ used six public statements by transitional justice key stakeholders, among them Colombia's president and the government's chief peace negotiator, as a progress marker attached to one indicator, formulated as "*number of statements on TJ and/or TJ proposals by key stakeholders that reflect ICTJ main messages*". This indicator was related to outcome 1, "*improved understanding of TJ measures by CSO, state and other social institutions*". While the quoted statements reflected ICTJ's main message (and not

¹¹ The OECD/DAC-definition of indicator is: Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development actor. Source: GLOSSARY OF KEY TERMS IN EVALUATION AND RESULTS BASED MANAGEMENT, see: <http://www.oecd.org/development/peer-reviews/2754804.pdf>

¹² Call of Proposal. Evaluation of the project with the International Center for Transitional Justice (ICTJ), on support to transitional justice initiatives in Colombia, 2015-2018. Page 11.

ICTJ itself), it is difficult to see its relation to the project and outcome 1. Another, but different, example is related to ICTJ's approach to achieve results together with its strategic allies.

The above weakness about the difficulty to establish a clear link between the project's results and ICTJ's results is also linked to ICTJ's cooperation model. It is designed to achieve results together with its strategic allies. One example is the explicit inclusion in the Government-Farc peace agreement of sexual violence as serious crimes that cannot be amnestied. Although the ICTJ's own actions produced a greater understanding of transitional justice and the empowerment of women's organisations, the latter claim that the inclusion of different forms of sexual violence in the peace agreement was a result of their own lobbying actions, with ICTJ in an advisory role.

The evaluators also reflect on this in section 2.6 Limitations and the pragmatic approach to analyse the results considering ICTJ's entire operation in Colombia during the last three years. It reflects how the interviewees' perception of ICTJ's contribution to the outputs and outcomes mirrors the partnership model with ICTJ. This approach also considers how ICTJ adapts the projects to its country plan.

The evaluation team agrees that this result is due to the fact that different actions carried out by the ICTJ, in accordance with the Country Plan are financed through different cooperation agencies and projects. Therefore, the final results of the project at impact level and sometimes outcome level has a shared attribution. To illustrate the present idea, figure 5 shows an example of how ICTJ attributes results in donors supported projects to its country plan.

Figure 5: Example of how ICTJ attributes results to different donors to the country plan¹³

ICTJ: FY18 Country Plan Outcomes and Activities, Sida, Norway, Germany, Luxembourg projects

Country Plan Outcomes	Project Results	Country Plan Activities	Project Activities
PP1: The operational design and implementation of the criminal justice mechanisms contained in the Victim's section of the peace accords reflects international best practice and address victim's expectations in an effective and efficient manner	Sida 1: Improved understanding of transitional justice measures by civil society organizations, state and other social institutions Sida 2: National and regional actors, including government stakeholders, parties to the peace negotiations, and CSOs, develop proposals on judicial accountability and institutions reforms that are informed by ICTJ expertise	PP 1.1: Formulation of recommendations on implementation legislation for the TJ mechanisms that will be created, and presentation and discussion with standing committee members in charge of the bills, the GOC, and the FARO-EP	Norway 1.2: Technical assistance and political dialogue with FARC and government negotiators, policy-makers, and judicial institutions, among others, on the operational design and implementation of the transitional justice mechanisms, such as the Truth Commission, Special Jurisdiction for Peace, Unit for Missing Persons, and reparations measures. Norway 1.2.1: Develop feasible proposals for the accountability of all parties to the conflict. Norway 1.2.2: Provide technical assistance for crafting the laws needed for the implementation of the Havana victims' agreement
	Norway 1: The operational design of the transitional justice mechanisms agreed in Havana contributes to a process of implementation that satisfies the needs of victims Germany 1: By the end of this project, credible and appropriate magistrates, commissioners, and other key staff will have been appointed to the transitional justice mechanisms Luxembourg 1: Selecting magistrates for the Special Jurisdiction for Peace and Commissioners for the Truth Commission	PP 1.2: Technical assistance to the SJP Executive Secretary and future magistrates on implementation of the Amnesty Law; the operational design of the SJP chambers and sections; procedural regulations, and prioritization and selection criteria PP 1.3: Participation in Selection Committee that will select SJP magistrates, international amicus curiae, the SJP president, and the director of the SJP Investigation Unit, and compile a list of three candidates for director of the AGO Special Investigation Unit PP 1.3: Participation in Selection Committee that will select SJP magistrates, international amicus curiae, the SJP president, and the director of the SJP Investigation Unit, and compile a list of three candidates for director of the AGO Special Investigation Unit PP 1.4: Technical assistance to the Office of the Attorney General in the first phase of operation of the Special Investigation Unit;	Sida 2.1: Feasible proposal for the accountability of all parties to the conflict that includes judicial accountability and institutional reforms as guarantees of non-recurrence, to inform national and regional debates and discussion in the FARC and ELN processes Sida 2.1.1: Develop proposals for the implementation of SJP and proposals of accountability for ELN Germany 1.2: Provide technical advice and logistical support to Juan Méndez through our offices in Bogotá and New York. This will include researching relevant issues, providing relevant comparative expertise, preparing memoranda of advice, and coordinating travel and other logistical arrangements Germany 1.3: Providing briefings to relevant national and international stakeholders (as far as is permitted by the rules of the selection panel) Luxembourg 1: Selecting magistrates for the Special Jurisdiction for Peace and commissioners for the Truth Commission Sida 2.2: Technical assistance and political dialogue with judicial institutions (including the Attorney General's Office, Supreme Court of Justice, justice and peace magistrates) in areas of ICTJ expertise, including methodologies for the investigation of context and patterns of macro-criminality. Sida 2.2.1: Meetings and political dialogue with AGO, in particular DINAG and Articulation Unit

Source of the figure: ICTJ FY18 Country Plan.

Some of the examples of results provided by ICTJ in the annual reports, account for contributions to outcomes and outputs that cannot be connected exclusively or directly to the project.

During the execution of the project there was a modification of the indicators; however, most of them continued to be structured by number of activities (round-tables, technical assistance, etc.) and number of participants. Only the indicators of training activities measure the degree of satisfaction of the participants.

This weakness is difficult to overcome due to the present system or structure of ICTJ's cooperation model and relationship with donors. The mix of core funding and specific projects with similar objectives and activities adapted or tailored to the country plan has several shortcomings in terms of a comprehensive result-based management system. There was some recognition among donors of these weaknesses, with reference to three types of support to ICTJ, core funding, core funding light and

¹³ The reference in the figure to "Sida" as a partner to ICTJ and not "Sweden" is ICTJ.

project funding. It is not clear if either ICTJ or Sweden is interested in changing this, but the evaluators believe efforts should be made to coordinate funding – to start with between Norway and Sweden – and increase core funding. This issue is related to both efficiency and effectiveness.

The evaluators found that Norway is benefiting from the partnership with ICTJ in a different way compared to Sweden. The Embassy of Norway in Bogotá views and makes use of ICTJ's expertise in a more structured and systematic form for internal learning, including expanding learning opportunities to relevant governmental institutions in Norway. Norway's different role in the peace negotiations and agreement only partly explains this difference.

The evaluators believe that Sweden could benefit from its cooperation with ICTJ beyond managing and administering project support. It could be for internal learning (as in the case of Norway), presentation of results at a higher level than project-support and, interlinked, connect ICTJ's intervention with other Swedish supported projects and partners in the transitional justice portfolio.

3.2.5 Conclusions on effectiveness

With the evaluators' pragmatic approach in assessing the results, considering ICTJ's entire operation, it can be concluded that the actions carried out contributed not only to the objectives but exceeded them. ICTJ contributed significantly not only to an increased understanding of transitional justice measures, but also had a direct influence on the design of several key transitional justice mechanism, a bit further that outcome 2..." proposals that are informed by ICTJ's expertise". There is a good degree of reliability of this conclusion due to the large sample and heterogeneity of respondents with similar assessments of ICTJ's contributions.

3.3 EFFICIENCY¹⁴

3.3.1 Introduction

To evaluate the project's efficiency, the evaluators conducted the following exercises:

¹⁴ The OECD/DAC definition below guided the evaluators in this section. "Efficiency measures the outputs -- qualitative and quantitative -- in relation to the inputs. It is an economic term which signifies that the aid uses the least costly resources possible in order to achieve the desired results. This generally requires comparing alternative approaches to achieving the same outputs, to see whether the most efficient process has been adopted. When evaluating the efficiency of a programme or a project, it is useful to consider the following questions:

Were activities cost-efficient?; Were objectives achieved on time?; Was the programme or project implemented in the most efficient way compared to alternatives?

Source: <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

- The participants in activities where ICTJ had a prominent role were asked about their perceptions of how ICTJ used its own and other resources during the activities, and how they viewed the value of their participation.
- ICTJ provided the evaluators with several monitoring and reporting instruments, such as an overview of donors to ICTJ's Colombia program during the three-year period 2015-2017 (Annex 6); the project's revised budget; an activity-reporting format to ICTJ's HQ in New York; and the system ICTJ uses to distribute results at Outcome level as per project and donor, the latter an example from fiscal year 2017-2018.
- An overview of the publications ICTJ produced within the project during the three years.
- The evaluators held two short meetings with ICTJ's monitoring officer and one with ICTJ's financial manager with the aim to get explanations about how the above-mentioned tools were used.

In general, it is difficult to make a complete cost-efficient analysis in this type of human rights- and peacebuilding-oriented development cooperation project, where outputs and outcomes are related to increased knowledge and change of behaviour aimed at contributing to transformation of societies. In the case of the object of this evaluation, the project, another hurdle in measuring efficiency is related to the fact that most of the interviewees were not able to attribute many outputs to the project, in addition to ICTJ's way to attribute results to its country plan. This has limitations, as observed in sub-section 3.2.5 in this report.

Having said this, the evaluators recognise that ICTJ has developed and is implementing a system to document the major events and activities within each of the projects, which altogether make up the country plan. It is thus feasible to analyse the efficiency of the project's outputs, and in this case major events that were part of one or several outputs.

3.3.2 A cost-result analysis of events and publications

Seminars, conferences, workshops, trainings etc., organised/co-organised and financed/co-financed by ICTJ, are registered with lists of attendees. These are also sent to ICTJ headquarters in New York. For the project supported by Sweden, table 3 is the result of this registration; the cost calculation was estimated by the evaluators. The source for the total cost – SEK 580,343 – is ICTJ's budgets and budget outcomes, with one single cost account for events. The events during 2015 and 2016 gathered a large and diverse public (150 or more

Table 3: The project's event costs

Year	Number of events	Number of registered participants
2015	14	516
2016	19	551
2017	19	273
Sum	52	1,340
Total cost, SEK		580,343
Cost per event, SEK		11,160
Cost per participant, SEK		433

people across many sectors in society) and had a clear purpose to influence the peace negotiations in Havana with the public being invited to express their views.

A very important criterion for the conclusion that the cost per event (11,160 SEK) and the cost per participant (433 SEK) is quite reasonable is the fact that these recorded events only reflect a small part of ICTJ's activities connected to the outputs.

Another positive factor for the project's efficiency is that many interviewees underlined that the relationship with ICTJ had mutual benefits, in terms of accumulating experiences and learning through dialogue, workshops, production of publications etc.

Even considering that most of the interviewees did not recognise the relation "donor/project – ICTJ event", a major finding is that ICTJ's footprint is found in many more spheres of Colombian society than the project and even the country plan aimed at. The perceived high quality of ICTJ's interventions, by people from all sectors the evaluators talked to, is a contributing factor to a positive conclusion on the overall efficiency.

Quotes from interviews in relation to the above:

"ICTJ was always present at every activity we invited them to; the time invested (resource) gave us viable and expected results, such as the enlistment time for the Truth Commission."

"Our meetings with ICTJ experts were very productive. The cost-benefit relation for us was positive because we did not have to use any monetary resources, just time."

"ICTJ provided the assistance we required so we did not have the need to look for a formal consultancy on TJ issues for the LGBTI- community; that would have been expensive. ICTJ has the expertise we need."

"We have a win-win relation with ICTJ: We give them visibility on our websites and publications, and they give us information and provide technical assistance for our reporters."

"The relationship between invested time and benefits was always very profitable; there was a permanent presence of the ICTJ before, after and during the hearings on the Justice and Peace processes."

The production of reports and other forms of publications is a key activity for ICTJ and closely connected to the outputs in the project. The original project budget was SEK 250,000 but the amount spent was only SEK79,000. Table 4 lists the publications funded with the project's resources.

Table 4: The four publications financed by the project and number of users

Name	Publication date	# of copies	Target group/audience	Link website ICTJ	# of unique visitors since published (of which from Colombia)
Briefing: La cuadratura del círculo	June 2015	120	NGOs, international community, government, Havana negotiators,	https://www.ictj.org/es/publications?keys=cuadratura&language%5B%5D=es	1450 (1180)
Briefing: Delito político	March 2016	300	Distributed to ICTJ stakeholders during bilateral meetings (government, NGOs, international community), Havana negotiators	https://www.ictj.org/es/publications?keys=delito+pol%C3%ADtico&language%5B%5D=es	1442 (1114)
Design and layout English language version of "Manual DINAC"	February 2016	Only on-line	International English-speaking audience	https://www.ictj.org/publications?keys=manual+&language%5B%5D=en	103 (13)
Report: Más que palabras	March 2016	100	NGOs, government, academia, international community	https://www.ictj.org/es/publication/disculpas-forma-reparacion	981 (436)

The evaluators have not cross-analysed the cost of each publication with the number of readers. Despite this limitation, the conclusion is positive due to the reasonable number of visitors, including those from Colombia, to at least three publications and the key content of the publications: 1) definitions of political crimes and their relation to amnesties; 2) the purposes of penalty and search for peace; and 3) forgiveness as form of reparations. These themes were lively debated at the negotiating table in Havana.

3.3.3 Conclusions on efficiency

Overall, the project's efficiency is positive due to a combination of 1) the achievement of timely results, 2) a responsible use of financial and human resources to achieve the objectives, and 3) the recognition by all interviewees that their participation in ICTJ-arranged or ICTJ-linked activities produced significant advantages that they would not have been able to obtain through other means or with fewer resources. One less positive aspect of the possibility to measure efficiency is related to Sweden's development cooperation with ICTJ financial support is channelled through at least four sources/budgets, two of them project-based and without coordination. ICTJ manages to handle this but the system itself has low efficiency.

3.4 SUSTAINABILITY

From a learning perspective, ICTJ's contributions through dialogue, training, technical assistance and publications contributed in a sustainable manner to the greater understanding of transitional justice in many ways. In general, it allowed the

appropriation of knowledge by the different sectors and their contributions to the intended implementation of the peace policy.

Also, from an institutional and normative point of view, it can be concluded that the project guarantees the sustainability of transitional justice measures in the short- and medium-term. ICTJ's and the project's contributions at the normative level are also consolidated in transitional justice institutions that will be long-term, such as constitutional reforms and other legal developments. ICTJ's interventions at the Constitutional Court have contributed to generating stability and sustainability of many agreed measures. These important reforms will be difficult to change although never impossible as their permanence depends on the political development and correlation of political forces in the coming years. Several interviewees recognised that there are right-wing political elements in the current and most likely next senate and House of Representatives with plans for what was mentioned as a "re-negotiation" of the peace agreement and with the resulting changes to the transitional justice system.

Having said this, ICTJ's contributions to the project, corroborated in the interviews, include support in the establishment of investigative measures within the Colombian Office of the Attorney General of the Nation. They deal with relevant considerations of how structures in society are linked to patterns of crime, connected to breaches of human rights and humanitarian law during the armed conflict. The Attorney General's Office was provided with institutional tools and a methodological basis for the implementation of its new structure and investigative research goals, also at the regional level where prosecutors have less resources and are exposed to serious risks.

The sustainability of ICTJ's contribution to the establishment of JEP and in its design and mandate is evidenced.

Despite the above, some institutions recognised the lack of systematisation or conservation of the inputs resulting from the technical assistance received, or from memory of the actions carried out jointly or with the support of ICTJ. This type of input can be of special relevance in ensuring the coherence of institutional measures and their sustainability.

Some examples of how the interviewees perceive the issue of sustainability:

"The ICTJ laid the foundations of the JEP, which today is a reality. That is, it itself synonymous with sustainability."

"During training sessions many expectations are generated by the victims. The work with victim's organizations must be permanent, even beyond cooperation. There is a need for long-term plans."

"For organizations in regions, such as AMCOP in El Pato-Balsillas, the project does not culminate with its actions. It is necessary to institutionalise

actions aimed at strengthening the autonomy of organisations and counteracting stigmatization. This should be done in schools, secretariats of education, community radio stations etc. For this type of organizations, support to strengthening their capacity is crucial.”

“Sustainability of ICTJ’s support to us is the permanence of the journalistic pieces and didactic material as well as the technical capacity and knowledge of the trained journalists.”

“The contribution acknowledged by some representatives of the legislative branch who consider that with the technical support of the ICTJ was made an accurate contribution in the structuring of legislative proposals and substantive discussions of its contents. “All the documents that were produced and that had technical support are on a platform called LENO.” The foregoing guarantees the sustainability of the ICTJ’s action since it allows the results to be systematized to allow future consultations.”

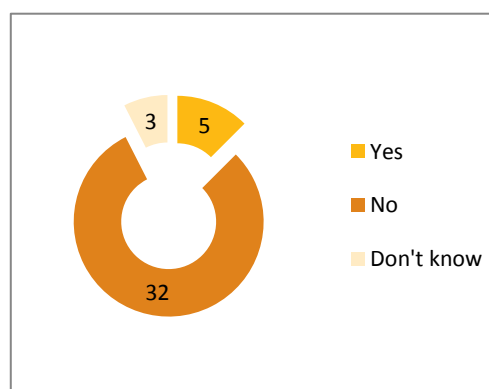
3.5 CROSS-CUTTING ISSUES

3.5.1 ICTJ’s work with gender equality, including as a mainstreaming issue

The most obvious finding is that ICTJ contributed to strengthening the capacity of women’s organisations and Colombia Diversa, the leading LGTBI organisation, in their efforts to influence the peace negotiators and the design of transitional justice mechanisms. Representatives of three women’s organisations and networks, of which at least one has victims as their major constituency, recognised the added value of ICTJ’s expertise during training sessions and in providing technical assistance. Other interviewees recognised a clear application of differential gender criteria in the role played by ICTJ in the Selection Committee of JEP magistrates and Truth Commissioners.

The Government-Farc peace agreement was said to be the first that explicitly recognises LGTBI people as victims of the armed conflict and with specific rights regarding truth, justice and reparation. Colombia Diversa, satisfied with this fact, was supported by ICTJ on at least eight occasions during the project’s three years. They jointly prepared a report with documentation on violations of LGTBI people and communities during the armed conflict and an amicus brief before a court session concerning homicides of LGTBI people in one of Colombia’s

Figure 2: Do you recognise that ICTJ has a gender approach in its action?



departments. It is an illustrative example of the benefit of collaboration between a local partner with special thematic knowledge of a category victim and ICTJ's ability to incorporate internal experience in similar processes.

In spite of the above, most of the interviewees did not recognize that ICTJ had a gender approach in its actions (Figure 5).

This can be explained by the fact that ICTJ has addressed gender equality mainly as a targeted issue. Given the project's context and objective, the evaluators believe it was relevant and correct by ICTJ to support the struggle of Colombia's women's organisations and networks to have sexual violence included as a crime and human rights violations in the peace agreement, with consequences for the design and mandate of institutions seeking truth, justice and reparations. This approach was successful as Colombia is now a good example of how both parties have taken a serious approach to UN Security resolution like 1325 (women, peace and security) and 1820 (conflict-related sexual violence).

Gender mainstreaming, as different from gender targeting, can be achieved through different strategies. They should always be adapted to the context and can be grouped as follows: 1) Integrated activities: i.e. integrating gender into objectives, activities, budgeting, indicators; 2) Targeted activities: Specific targeted intervention(s) focused on gender equality; and 3) Dialogue: Considering what is communicated to whom, when and why and doing this in a gender-sensitive manner. Often all three strategies are at play simultaneously for best possible results, as they mutually reinforce results.

Integration of gender equality in ICTJ's work has not been done. To ensure integration is carried out and work is done with a gender aware dialogue, ICTJ should understand how every action affects women and men, boys and girls (contextual analysis is needed) and subsequently conduct a dialogue on this with strategic allies. For integration and gender aware dialogue to take place, ICTJ should work to increase organisational capacity by ensuring staff and managers have knowledge (WHAT is gender equality and mainstreaming, WHY is it important, HOW to mainstream), have access to tools, budget and gender experts/focal points, and have systems in place to ensure gender is part of the result-planning, M&E and internal learning.

3.5.2 ICTJ's approach to conflict sensitivity

ICTJ managed conflict sensitivity in a comprehensive way. First, the operative staff in the different activities showed an understanding of the importance to, in certain situations, "take a step back", that was not taking position on issues where ICTJ partners had a clear opinion and sometimes made it public. Many strategic allies, CSOs not least, naturally make their voice heard in many issues with the aim to gain influence. ICTJ, as a basic principle, withdraws from these kinds of discussions and proposals, with the argument that its role is more technical than political, even if the line between the two is not easy to draw.

Most of the representatives of strategic allies underlined that ICTJ's explanation and practice of its impartiality was positive. It contributed to ICTJ's ability to talk with all sectors in society interested in transitional justice, and this with a level of legitimacy and authority. The evaluators conclude that this awareness is an important part of ICTJ's success.

Second, and related to the first observation, is that ICTJ carefully respected internal Colombian processes and never tried to take leadership in them. By doing this it did not add fuel on highly conflictive topics and respected its allies' autonomy and ownership. The word pragmatism was used by interviewees.

A minor but critical observation is that ICTJ in 2015 stopped working with the municipal authorities in San Vicente Caguán as a result of the appointment of a new mayor who was a member of the conservative Partido Centro Democrático, PCD, whose leader is the former president Alvaro Uribe Vélez, an outspoken and powerful opponent to the peace agreement. According to ICTJ, continued cooperation with the new municipal authorities was not feasible due to lack of willingness to work in line with the projects objectives. Continued actions would not had been cost-efficient. This example demonstrates the challenges to achieve institutional strengthening in contexts of great political polarization and its effect on the achievement of objectives.

As a graphic summary of the conclusions, figure 6 shows in outcome mapping terms that ICTJ was able to influence beyond what often is the case in projects aimed at influencing similar processes. The institutions and other stakeholders marked with an asterisk (*) are some examples of the key transitional justice institutions and other stakeholders where ICTJ had considerable influence.

4 Recommendations

TO BOTH ICTJ AND EMBASSY OF SWEDEN IN COLOMBIA

Bearing in mind that the purpose of this evaluation is to generate recommendations for a future joint project, the evaluation team proposes the following action to be taken jointly by Sweden and ICTJ:

1. Continue to support the transitional justice process in Colombia. During the remaining time of 2018 it enters a new and more intensive implementation phase. Development cooperation should prioritise its support to continued capacity building of judicial and administrative official bodies with responsibility to execute agreed measures and civil society organisations to fulfil their role to support and monitor state actions. The overall aim is to generate legal security and sustainability of the transitional process in Colombia in a situation with new national, regional and municipal authorities.
2. Sweden's new support to ICTJ should adapt to ICTJ's country plan, as has been the case of previous projects. This requires an intense dialogue and joint exercise in the planning phase, so that the setting of goals/expected results (outputs and outcomes) in a Swedish or combined Swedish-Norwegian project are technically close to those in ICTJ's country plan without compromising the quality of the result framework design. One important purpose is to make aggregation of results possible in a clear and pedagogical way.
3. Both ICTJ and the Embassy should proactively encourage other donors to ICTJ Colombia to be part of a joint project or program for the coming years. Norway has expressed interest to be included in such process, with a clear intention to co-finance a new initiative. A joint workshop with program officers from several donors and ICTJ staff could explore this idea. ICTJ could invite referring to an intention to harmonise donor support, improve its result-based management (both effectiveness and efficiency), jointly analyse the current and coming challenges to the transitional justice process in Colombia and to seek a common understanding of them.
4. A new financial support from Sweden and possible other donors to ICTJ's country plan should consider to be more focused (compared to the previous supports) on activities in regions heavily affected by the war. The purpose is to strengthen installed capacity and social organizations and authorities responsible for the implementation of agreed measures. The logic of this recommendation is based on recognition by all stakeholders in Colombia that the gap between agreed measures and the effectiveness in their implementation is often a significant problem in regions where institutions are weak, and conflicts prevail. This is due to inadequate human and financial resources

for local authorities, lack of support from central power in Bogotá and opposition and resistance from powerful groups, including armed non-state actors and organised crime.

5. Although not evaluated or finalised, ICTJ's initiative in the region El Pato-Balsillas (in the border area of the departments Huila and Caquetá) has so far been successful in may serve as an example to expansion to other regions. This mini-project provides ICTJ and its funders with useful experiences of participatory and grass-roots oriented interventions in an area where the armed conflict was intense and had a huge impact on the civil populations. The El Pato-Balsilla example combines actions aimed at reducing stigma, increasing tolerance and empowering farmers and their communities to participate in transitional justice processes based on awareness and knowledge about their rights. The action also inter-connect transitional justice and development, important for the principle of non-recurrence.

6. For an improved gender-sensitive intervention, ICTJ and the Embassy of Sweden, should consider planning initiating an internal training on why and how mainstreaming of gender could be applied in the forth-coming project. ICTJ and Sida - its internal and external advisors – have considerable knowledge, tools, models and empirical facts which would be useful. Such exercise would preferable take place in relation to the design of the project/program, with the aim to formulate outcomes and outputs with a gender focus.

TO THE SWEDISH EMBASSY IN COLOMBIA

7. In line with recommendation 2 and 3, the Embassy should make efforts to coordinate the support to ICTJ with like-minded donors. This support would improve the efficiency of ICTJ's actions and increase possibilities of stronger political and moral support to ICTJ in times when this is needed. It would also improve possibilities to disseminate experiences to stakeholders in the donor countries, for example universities, think-tanks, media, CSOs, ministries of foreign affairs and others.

8. Consider establishing an analytical model where the planned results in the next ICTJ project/program feeds in to results from other transitional justice interventions supported by Sweden in Colombia. The aim would be to have model in place permitting analysis and presentation of results from the ICTJ intervention and results of other TJ-related projects, making aggregation simple and pedagogic. It should show what and how different results contributes to the effectiveness in Sweden's transitional justice portfolio in Colombia and further to the goals in Sweden's country strategy. The model could inspire ICTJ as tool to aggregate results from different projects into the country plan.

TO ICTJ COLOMBIA

9. ICTJ should continue with its intervention model based on the identification of national and local partners, who are not seen as primarily targets groups but mainly strategic allies. ICTJ's technical support contributes to the quality and scope of their actions and further to their results and vice versa: they influence successful outcome of ICTJ's country plan. ICTJ could in their project planning and reporting more often highlight these mutual benefits. It would be interesting to see an example when ICTJ and selected strategic allies plan objectives together.

10. Efforts should be made to improve the result-based management system, adding to program and project objectives measurable indicators which serves the purpose to identify the correlation between activities and obtained results. For example, ICTJ could increase monitoring of participants' perceptions of the quality of ICTJ's major activities and publications, and surveys on how publications and reports are used and disseminated by ICTJ's allies.

11. The work of the truth commission and the committee to search for victims related to forced disappearances during the war are now entering its implementation stage. They will surely require different support reach full capacity. ICTJ should prepare to provide it based on respect, needs and priorities.

12. It would be interesting if ICTJ could provide both governmental and civil society organisations in affected regions with successful examples of how transitional justice measures directly contributed to inclusive development, for example work opportunities and improved social and other services. Victims and their families have often special interest in this as it may support them to overcome post traumas and atrocities.

Annex 1: Terms of Reference

Terms of Reference for the Evaluation of the project with the International Center for Transitional Justice (ICTJ), on support to transitional justice initiatives in Colombia, 2015-2018.

Date: October 25, 2017

1. Evaluation purpose: Intended use and intended users

The purpose or intended use of the evaluation is to provide inputs to define approaches and priorities for a possible next phase of the project: “Support to transitional justice initiatives that advance accountability in the context of a complex peace process in Colombia”.

The primary intended users of the evaluation are:

- The Embassy of Sweden in Bogotá
- ICTJ headquarter office in New York and ICTJ Country Office in Colombia

The evaluation is to be designed, conducted and reported to meet the needs of the intended users and tenderers shall elaborate on how this will be ensured during the evaluation process.

2. Evaluation object and scope

The object and scope of the evaluation is the project “Support to transitional justice initiatives that advance accountability in the context of a complex peace process in Colombia”, by ICTJ in Colombia.

This project is funded by the Embassy of Sweden in Bogotá and implemented by the International Center for Transitional Justice (ICTJ) Country Office in Colombia, during the period March 2015 – February 2018. The evaluation period shall cover from the beginning of the implementation of activities in March 2015 until September 2017. The project document and the logical framework agreed and expected outcomes as well as other relevant documents detailed in Annex A are relevant inputs for the evaluation.

The Embassy of Sweden in Bogotá and the ICTJ Country Office in Colombia signed an agreement in 2015 for a period of three years to support the above-mentioned project which is a continuation of previous support to ICTJ since 2008. The current project aimed at contributing to strengthen the design and implementation of transitional justice processes and initiatives that advance accountability in the context of the peace process between the government of Colombia and the FARC. The

project established the following specific objectives which are to be used to evaluate the impact of the project: 1) Improved understanding of transitional justice measures by civil society organizations, state and other social institutions; 2) National and regional actors, including government stakeholders, parties to the peace negotiations, and civil society organizations develop proposals on judicial accountability and institutional reforms that are informed by ICTJ expertise; 3) Government and civil society stakeholders debates and decisions reflect an understanding of the importance of a truth-seeking process in Colombia, including a possible truth commission. For further information, the project proposal is attached as Annex D. The scope of the evaluation and the theory of change of the project shall be further elaborated by the evaluator in the inception report.

3. Evaluation objective and questions

The main objective of this evaluation is to evaluate the relevance, effectiveness, efficiency, sustainability and impact of the project and formulate recommendations as an input to upcoming discussions concerning the preparation for a possible new phase of the project.

Specific purposes of the evaluation are:

- To provide insights into the relevance, effectiveness, sustainability and efficiency, in accordance with the expected results and indicators described in the logical framework and the agreed documents of the project.
- To identify findings and recommendations that will serve as an input and lessons learned for all involved stakeholders.
- To assess the compliance of the implementation and management, including budget follow-up and use, with the agreed activity plans and budgets.

The specific evaluation questions are:

Relevance

- To which extent has the project conformed to the needs and priorities of the targeted stakeholders?

Efficiency

- Can the costs for the project be justified by its results?

Effectiveness

- To which extent have the project contributed to intended outcomes? If so, why? If not, why not?

Impact

- What is the overall impact of the project in terms of direct or indirect, negative and positive results?

Sustainability

- Is it likely that the benefits of the project are sustainable?

Questions are expected to be developed in the tender by the tenderer and further developed during the inception phase of the evaluation.

Other questions to be considered in the evaluation are:

- Has the project been designed and implemented in a conflict sensitive manner?
- Has the project had any positive or negative effects on gender equality? Could gender mainstreaming have been improved in planning, implementation or follow up?

4. Methodology and methods for data collection and analysis

For the purpose of interviews and providing information to the evaluation team, the following institutions/entities are to be interviewed in this evaluation:

The Government: The Office of the High Commissioner for Peace, the Victims' Unit, the National Centre for Historic Memory.

The Judicial Branch in Colombia (Ministry of Justice; Supreme Court of Justice; Office of the Prosecutor General (Fiscalía General de la Nación), and civil society organizations involved with the project.

It is expected that the evaluator describes and justifies an appropriate methodology and methods for data collection in the tender. The evaluation design, methodology and methods for data collection and analysis are expected to be fully presented in the inception report.

Sida's approach to evaluation is utilization-focused which means the evaluator should facilitate the entire evaluation process with careful consideration of how everything that is done will affect the use of the evaluation. It is therefore expected that the evaluators, in their tender, present i) how intended users are to participate in and contribute to the evaluation process and ii) methodology and methods for data collection that create space for reflection, discussion and learning between the intended users of the evaluation.

Evaluators should take into consideration appropriate measures for collecting data in cases where sensitive or confidential issues are addressed and avoid presenting information that may be harmful to some stakeholder groups.

5. Organisation of evaluation management

This evaluation is commissioned by the Embassy of Sweden in Bogotá. The intended users are the ICTJ and the Embassy of Sweden in Bogotá. The evaluand ICTJ has contributed to the ToR and will be provided with an opportunity to comment on the inception report as well as the final report but will not be involved in the management of the evaluation. Hence the commissioner will evaluate tenders, approve the inception report and the final report of the evaluation. A start-up meeting will be held

with the Embassy of Sweden in Bogotá and ICTJ Country Office in Colombia separately; and a debriefing meeting will be held with the Embassy of Sweden and ICTJ jointly.

Due to the sensitive issues this evaluation could meet, the evaluators should keep a continuous dialogue with ICTJ during the evaluation process.

6. Evaluation quality

All Sida's evaluations shall conform to OECD/DAC's Quality Standards for Development Evaluation¹⁵. The evaluators shall use the Sida OECD/DAC Glossary of Key Terms in Evaluation¹⁶. The evaluators shall specify how quality assurance will be handled by them during the evaluation process.

7. Time schedule and deliverables

It is expected that a time and work plan is presented in the tender and further detailed in the inception report. The evaluation shall be carried out between December 2017 – March 2018. The timing of interviews needs to be settled by the evaluator in dialogue with the main stakeholders during the inception phase.

The table below lists key deliverables for the evaluation process.

Deliverables	Participants	Deadlines
1. Start-up meeting	Embassy of Sweden in Bogotá and ICTJ Colombia separately	December 11, 2017
2. Draft inception report		January 15, 2018
3. Comments from intended users to evaluators		January 24, 2018
4. Final inception report		January 31, 2018
5. Debriefing meeting	Embassy of Sweden in Bogotá and ICTJ	February 19, 2018
6. Draft evaluation report		February 28, 2018

¹⁵ DAC Quality Standards for development Evaluation, OECD, 2010.

¹⁶ Glossary of Key Terms in Evaluation and Results Based Management, Sida in cooperation with OECD/DAC, 2014.

7. Comments from intended users to evaluators		March 14, 2018
8. Final evaluation report		March 28, 2018

The inception report will form the basis for the continued evaluation process and shall be approved by Sida before the evaluation proceeds to implementation. The inception report should be written in English and cover evaluability issues and interpretations of evaluation questions, present the methodology, methods for data collection and analysis as well as the full evaluation design. A specific time and work plan for the remainder of the evaluation should be presented which also cater for the need to create space for reflection and learning between the intended users of the evaluation. The final report shall be written in English and be professionally proofread.

The final report should have clear structure and follow the report format in the Sida Decentralised Evaluation Report Template for decentralised evaluations (see Annex C). The methodology used shall be described and explained, and all limitations shall be made explicit and the consequences of these limitations discussed. Findings shall flow logically from the data, showing a clear line of evidence to support the conclusions. Conclusions should be substantiated by findings and analysis. Recommendations and lessons learned should flow logically from conclusions. Recommendations should be specific, directed to relevant stakeholders and categorised as a short-term, medium-term and long-term. The report should be no more than 20 pages excluding annexes. The evaluator shall adhere to the Sida OECD/DAC Glossary of Key Terms in Evaluation¹⁷.

The evaluator shall, upon approval of the final report, insert the report into the Sida Decentralised Evaluation Report for decentralised evaluations and submit it to Citrus (in pdf-format) for publication and release in the Sida publication data base. The order is placed by sending the approved report to sida@citrus.com, always with a copy to the Sida Programme Officer as well as Sida's evaluation unit (evaluation@sida.se). Write "Sida decentralised evaluations" in the email subject field and include the name of the consulting company as well as the full evaluation title in the email. For invoicing purposes, the evaluator needs to include the invoice reference "ZZ610601S," type of allocation "sakanslag" and type of order "digital publicering/publikationsdatabas."

¹⁷ Glossary of Key Terms in Evaluation and Results Based Management, Sida in cooperation with OECD/DAC, 2014

8. Evaluation Team Qualification

In addition to the qualifications already stated in the framework agreement for evaluation services, the evaluation team shall include the following competencies:

- Must be integrated by maximum 1 international (Full professional proficiency in Spanish) consultant and 1 national consultant.
- Experience of at least 8 years work with international development cooperation, rule of law, transitional justice, democratic governance and/or human rights.
- Experience of administration, organization and follow-up of implementing initiatives within the area of rule of law or transitional justice.
- Documented knowledge of the political and social situation in Colombia

The evaluators must be independent from the evaluation object and evaluated activities, and have no stake in the outcome of the evaluation.

9. Resources

The evaluation should be carried out according to the attached Terms of Reference.

The Program Officer/contact person at the Swedish Embassy is Luz Estela Martelo, National Program Officer. The contact person should be consulted if any problems arise during the evaluation process.

Relevant Embassy/Sida documentation will be provided by Luz Estela Martelo, National Program Officer, Embassy of Sweden in Bogotá.

Contact details of targeted stakeholders will be provided by ICTJ Country Office in Colombia.

The evaluator will be required to arrange the logistics for booking interviews in collaboration with ICTJ as required.

10. Annexes

Annex A: List of key documentation

- Sweden's Development Cooperation Strategy for Colombia 2009-2013 (extended to 2016)
- Sweden's Development Cooperation Strategy for Colombia 2016-2020
- Decision A-17/15 on support to transitional justice and accountability in Colombia, ICTJ 2015-2018.
- Agreement with ICTJ – A5519012
- ICTJ Colombia Country Plan
- ICTJ global strategy document

Annex B: Data sheet on the evaluation object

Information on the evaluation object (i.e. intervention, strategy, policy etc.)	
Title of the evaluation object	Support to transitional justice initiatives that advance accountability in the context of a complex peace process in Colombia
ID no. in PLANIt	52060071
Dox no./Archive case no.	UF2015/20590/BOGO
Activity period (if applicable)	March 2015 – February 2018
Agreed budget (if applicable)	9 MSEK
Main sector	Peace and security
Name and type of implementing organisation	International Center for Transitional Justice ICTJ
Aid type	Project
Swedish strategy	Sweden's development cooperation in Colombia 2009-2016 / 2016-2020

Information on the evaluation assignment	
Commissioning unit/Swedish Embassy	Embassy of Sweden in Bogotá
Contact person at unit/Swedish Embassy	Luz Estela Martelo
Timing of evaluation (mid-term review, end-of-programme, ex-post or other)	End of project
ID no. in PLANIt (if other than above).	

Annex C: Decentralized evaluation report template**Annex D: Project document**

- Project document: «Support to transitional justice initiatives that advance accountability in the context of a complex peace process in Colombia».

Annex 2: Data Collection Instruments

1. Quantitative mini-surveys to all relevant strategic allies to ICTJ

a. Table 1: Relevance

TABLE 1: HOW DO YOU RANK LEVEL OF RELEVANCE FOR YOUR WORK OF THE ACTIVITIES ORGANIZED BY ICTJ (AS PER CATEGORY DEFINED BY ICTJ)		
Q: HAVE THE ACTIVITIES ORGANIZED BY THE ICTJ WHERE YOU HAVE PARTICIPATED, BEEN RELEVANT FOR YOUR PROFESSIONAL WORK/POSITION IN THE INSTITUTION YOU REPRESENT?		
Activity/category	Reply alternatives	Answer (number from 0-4)
Dialogue	0= Not applicable 1= Low relevance 2= Somewhat relevant 3= Highly relevant 4= Extremely relevant	
Training/capacity building		
Technical assistance		
Publications and reports published/produced by ICTJ		

b. Table 2: Effectiveness OC1

TABLE 2: EFFECTIVENESS/OC1 LEVEL OF CONTRIBUTION OF ICTJ TO UNDERSTANDING TRANSITIONAL JUSTICE	
Q: IN QUANTITATIVE TERMS, HAVE THE ICTJ ACTIVITIES EFFECTIVELY CONTRIBUTED TO THE BETTER UNDERSTANDING OF MECHANISMS OF TRANSITIONAL JUSTICE?	
Reply alternatives	Mark answer with an X
Very little (almost nothing)	
Yes	
Yes, a lot	
Yes, substantially	

c. Table 3: Effectiveness OC2 (Utility)

TABLE 3: EFFECTIVENESS/OC 2: EVALUATION OF THE UTILITY OF THE ICTJs ACTIVITIES ACCORDING TO INTERVIEWEES	
Q: WHICH ACTIVITIES OR CATEGORIES MENTIONED BELOW, WERE THE MOST USEFUL FOR YOUR WORK IN YOUR OPINION?	
Reply alternatives: 0: Not applicable. 1: Not very useful. 2: Useful, but not much. 3. Very useful. 4: Extremely useful	
Dialogue	Answer (Number from 0-4)
Training/capacity building	
Technical assistance	
Publications and reports published/produced by ICTJ	

d. Table 4: Effectiveness OC2 (Proposal making)

TABLE 4: EFFECTIVENESS/OC2: CONTRIBUTION LEVEL FROM ICTJ TO THE DEVELOPMENT OF PROPOSALS MADE BY NATIONAL AUTHORITIES/ CSO/ OTHERS	
Q: THE DEVELOPMENT OF PROPOSALS ON JUDICIAL ACCOUNTABILITY AND INSTITUTIONAL REFORMS MADE BY YOUR ORGANIZATION/ENTITY, HAS BEEN ASSISTED AND PROMOTED BY ICTJ EXPERTISE?	
Reply alternatives	Mark answer with an X
Very little (almost nothing)	
Yes	
Yes, a lot	
Yes, substantially	

2. Interview guide for semi-structured conversations with representatives of CSOs, executive and judicial authorities active in the project

A. Introduction: Presentation of the evaluators and their roles

- Presentation of the evaluation: Purpose, Objectives, scope, reports, dates, ethical aspects
- Confirmation of data about the person: Name, position, organization when the project participated
- Basic information about the context of the person's participation in the project and project activities
- What role in participation (strategic ally, collaborator, target group, beneficiary etc), activity class (technical assistance, training etc.), theme / themes, frequency, where, when, with whom, didactic material used?

Questions divided by evaluation criteria:

B. EFFECTIVENESS AND IMPACT (eventual results obtained in terms of outcomes and impact)

Evaluation questions (ToR)

- To which extent have the project contributed to outcomes? If so, why? If not, why not?
- What is the overall impact of the project in terms of direct or indirect, negative and positive results?

Specific interview questions

1. Do you perceive that there were general objectives of participation, project objectives? Yes or no?
2. Specific objectives? Yes or no
3. Your expectations of the participation in project activities?
4. Were the expectations documented by ICTJ before implementing the activities?
5. To what degree were your expectations fulfilled?
6. What is your perception of the results of your participation (any sort of results),
7. Results for whom (personal, collective, etc.), and when and its usefulness? Can we make a difference between outcomes and impact?
8. Have you been able to transfer some of the results to others?
9. If, yes, can you give concrete examples?
10. Do the activities of ICTJ represents any added value to you and your organization if you compare with other sources or participation to acquire knowledge, skills, ideas, etc., about transitional justice?
11. Your summary of the most important results in qualitative terms
12. Your opinion of the overall results achieved by ICTJ based on your knowledge from the participation (quantitative terms)
13. Suggestion of sources of verification of what you have told us?

C. RELEVANCE

Evaluation question (ToR)

- To which extent has the project conformed to the needs and priorities of the targeted stakeholders?

Specific interview questions

14. Has the focus of project activities been relevant to your needs?
15. The focus of project activities has been relevant to your priorities as a professional / member /manager of the organization?
16. What is your overall assessment of the project's relevance, based on your knowledge, in quantitative terms

D. SUSTAINABILITY

Evaluation questions (ToR)

- Is it likely that the benefits of the project are sustainable?

Specific interview questions

17. What is your view of the sustainability of the results you have been told us, also considering how the situation for transitional justice in Colombia may or have been changing (pre- and post-peace agreement)
18. Is there not a risk that most issues related to transitional justice will have a low priority when it comes to implementation? The public debate in Colombia may focus on completely different subjects, like the economy, jobs, services for health and education and not really what happened during the armed conflict?
19. Can you provide us with examples of sustainable results, related to yourself, your organization and/or the wider society?

F. EFFICIENCY

Evaluation question (ToR)

- Can the costs for the project be justified by its results?

Specific interview questions

20. How would you evaluate your participation in the project in terms of cost/benefit? Did your invested time “pay off”?
21. With your knowledge of the entire project and ICTJ's actions during the last three years, how would you estimate the cost/benefit?
22. Are there any other types of actions to promote the victim's rights that could have been done with less resources?

G. OTHER ISSUES

CONFLICT SENSITIVITY

Evaluation question (ToR)

- Has the project been designed and implemented in a conflict sensitive manner?

Specific interview questions

23. Do you perceive that ICTJ in its actions considered risks of creating any sort of conflict? If yes, was this risk mitigated or handled?

GENDER EQUALITY

Evaluation question (ToR)

- Has the project had any positive or negative effects on gender equality? Could gender mainstreaming have been improved in planning, implementation or follow up?

Specific interview questions

24. What was project's contribution to gender equality in your view?
25. Does your organisation/institution work with gender equality as a specific issue/topic?
26. If yes, please give examples?
27. Were you able to provide ICTJ with experiences or examples of gender equality?

3. Interview guides for semi-structured conversations with advisors (Farc and the Government) to the peace negotiators in Havana

1. What role in participation (strategic allied, collaborator, target group, beneficiary etc),
activity category (technical assistance, training etc), theme / themes, frequency, where, when, with whom, didactic material used?
2. ICTJ was requested / called to the negotiating table in Havana? Can you explain
3. because / the antecedent or relationship?
4. Was there any specific need?
5. What did ICTJ do concretely?
6. And the result / results in terms of XYZ?
7. Any lessons learned?
8. Reflection on the sustainability of the achievements (you are still in agreement what they got)?

CONFLICT SENSITIVITY

9. Do you perceive that ICTJ in its actions considered risks of creating any sort of conflict?
If yes, was this risk mitigated or handled?

GENDER EQUALITY

10. What was project's contribution to gender equality in your view?
11. Does your organisation/institution work with gender equality as a specific issue/topic?
12. If yes, please give examples?
13. Were you able to provide ICTJ with experiences or examples of gender equality?

Annex 3: List of Interviewees

Name	Position	Organisation	Date of interview
1. Alberto Lara	Director General	Social Development Group	Monday January 29/2018
2. Alexandra González	Secretaria Técnica	Movimiento de Víctimas de Crímenes del Estado (Movice)	Wednesday January 31/2018
3. Alexandra Valencia	Magistrada	Tribunal de Bogotá, Sala de Justicia y Paz	Thursday February 1/2018
4. Alfonso de Colsa	Miembro de equipo técnico	Caguán Vive	Monday February 12/2018
5. Andrea Rojas	Miembro equipo técnico del Proyecto de memoria El Pato	Proyecto de ICTJ	Monday February 5/2018
6. Andrés Ucrós	Director de Construcción de Paz	Cámara de Comercio de Bogotá	Friday February 9/2018
7. Ángela María Robledo	Representante a la Cámara	Congreso de Colombia	Friday February 2/2018
8. Antonio Madariaga	Director	Viva la Ciudadanía	Thursday February 8/2018
9. Ariel Sánchez	Asesor	Centro de Paz Memoria y Reconciliación	Wednesday February 7/2018
10. Camilo Bernal	Coordinador, Equipo de Análisis e Incidencia	Oficina del Alto Comisionado de las Naciones Unidas para los Derechos Humanos	Monday January 29/2018
11. Camilo González Posso	Presidente	Indepaz	Friday February 9/2017
12. Carolina Carter	Oficial de Monitoreo y Evaluación	ICTJ	Monday February 12/2018
13. Catalina Rodriguez	Asesora	Embassy of Norway Colombia	Thursday March 1/2018
14. Claudia X. Vega P.	Gerente	ICTJ	Wednesday February 14/2018
15. Diego Herrera	Presidente	Instituto Popular de Capacitación (IPC, Medellín)	Wednesday February 14/2018
16. Diego Martínez	Abogado, Asesor	CSIVI – representante de Farc	Friday February 9/2018
17. Digna Isabel Durán	Directora	Ministerio de Justicia y Derecho, Dirección de Justicia Transicional	Wednesday February 14/2018
18. Eduardo Castellanos	Magistrado	Tribunal de Bogotá, Sala de Justicia y Paz	Wednesday February 7/2018
19. Eduardo Montealegre	Ex Fiscal General de la Nación	Fiscalía General de la Nación	Tuesday January 30/2018
20. Fernando Castro	Magistrado	Sala de Casación Penal, Corte Suprema de Justicia	Friday February 2/2018

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21. General Juan Carlos Ramírez	Comandante de la IV Brigada	Ejército Nacional de Colombia	Wednesday February 14/2018
22. Gerardo Vega	Director	Forjando Futuros (Medellín)	Friday February 16/2018
23. Gina Cabarcas	Analista	Fiscalía General de la Nación	Monday February 19/2018
24. Gloria Castrillón	Directora Editorial	Colombia 2020, El Espectador	Wednesday February 31/2018
25. José Antequera	Miembro	Hijos	Friday February 2/2018
26. Juan Carlos Ospina	Coordinador de Incidencia	Comisión Colombiana de Juristas	Friday February 2/2018
27. Lina Moreno	Ex Asesora	Ministerio de Justicia y Derecho, Dirección de Justicia Transicional	Thursday February 1/2018
28. Lucía González	Ex consultora ICTJ (+Comisionada CEV)	ICTJ, Comisión para el Esclarecimiento de la Verdad (CEV).	Thursday February 1/2018
29. Luciano Sanín	Director	Viva la Ciudadanía	Thursday February 8/2018
30. Luz Estela Martelo	National Program Officer	Embassy of Sweden Colombia	Thursday February 8/2018
31. Marcela Sánchez	Directora Ejecutiva	Colombia Diversa	Tuesday February 6/2018
32. Margarita Martínez	Documentalista	Independiente/Freelance	Tuesday January 30/2018
33. María Camila Moreno	Directora para Colombia	ICTJ	Wednesday February 14/2018
34. María Consuelo Rincón	Magistrada	Tribunal de Medellín, Sala de Justicia y Paz	Tuesday February 13/2018
35. María Eugenia Cruz	Directora	Corporación Mujer Sigue mis Pasos	Monday February 12/2018
36. María Eugenia Sánchez	Responsable de estrategia de incidencia	Casa de la Mujer	Tuesday February 13/2018
37. Mariana Casij	Experta en Víctimas	Institute for Integrated Transitions	Tuesday February 6/2018
38. Mariana Otoyá	Ex Asesora en la Oficina del Alto Comisionado	OACP, Actualmente	Tuesday February 6/2018
39. Marina Gallego	Coordinadora Nacional	Ruta Pacífica de Mujeres	Monday February 12/2018
40. Marta Inés Villa	Invitada Permanente	Corporación Región, Medellín	Thursday February 15/2018
41. Martín Santiago	Coordinador Residente	Naciones Unidas	Tuesday February 20/2018
42. Mayra Moreno	Miembro equipo técnico del Proyecto de memoria El Pato	Proyecto ICTJ	Monday February 5/2018
43. Mirtha Patricia Linares	Presidenta	Jurisdicción Especial para la Paz (JEP)	Friday February 9/2018
44. Néstor Raúl Correa	Secretario Ejecutivo	Jurisdicción Especial para la Paz (JEP)	Wednesday January 31/2018
45. Nolberto Villalobos	Vice-presidente	Asociación Municipal de Colonos de El Pato	Monday February 5/2018
46. Óscar Correa	Coordinador	Corporación Jurídica Libertad, Medellín	Wednesday February 14/2018
47. Óscar Prieto	Coordinador técnico	Caguán Vive	Monday February 12/2018
48. Roberth Escobar	Miembro equipo técnico del Proyecto	Proyecto de ICTJ	Monday February 5/2018

ANNEX 3: LIST OF INTERVIEWEES

	de memoria El Pato		
49. Sandra Santa	Ex Asesora	Ministerio de Justicia y Derecho, Dirección de Justicia Transicional	Thursday February 1/2018
50. Silvia Delgado	Secretaria General del Ministerio de Defensa	Ministerio de Defensa	Thursday February 1/2018
51. Tommy Strömberg	Ambassador	Embassy of Sweden Colombia	Monday February 19/2018
52. Verónica Holker	Oficial de Programa	Comité Permanente por la Defensa de los Derechos Humanos (CPDH)	Friday February 2/2018

Annex 4: Documentation

Technical project documents shared by the ICTJ (Spanish)

Amicus e intervenciones Corte Constitucional:

1. Amicus Ley amnistías (March 2017)
2. Amicus SIVJRNR (July 2017)
3. Amicus CEV (May 2017)
4. Audiencia CC_CEV (October 2017)
5. Audiencia CC_Sistema Integral (July 2017)
6. Audiencia CC_ Amnistías (August 2017)

Conceptos técnicos y propuestas ICTJ:

1. Análisis comparado estructuras CV
2. Conceptos Investigación Crímenes Sistema
3. Otros comentarios CEV
4. Propuestas para desarrollar acuerdos de víctimas
5. Puntos para proyecto ley estatutaria JEP

Informes y análisis ICTJ:

1. Más que palabras (March 2016)
2. Delito político (March 2016)
3. La cuadratura del círculo (June 2015)
4. Las verdades que faltan (December 2017)
5. Reorientación JyP (December 2017)

Documento proyecto Sur-Versiones:

1. Resumen Sur-Versiones
2. Propuesta activaciones culturales
3. Propuesta metodológica proceso memoria histórica
4. Propuesta Festival del Retorno

Relatorías:

1. Relatoría Presentation briefing Squaring Colombia's Circle
2. Relatoría seminario Open Society jornada Estado
3. Relatoría Seminario Open Society jornada sociedad civil
4. Seminario ICTJ – Open Society Justice Initiative

Other documents from the ICTJ and the Embassy of Sweden Swedish cooperation in Colombia

1. Estrategia de la cooperación para el desarrollo con Colombia. Enero 2009 –diciembre 2013
 2. Strategy for Sweden's development cooperation with Colombia 2016–2020
- ICTJ – Embassy of Sweden Contracts:
3. Grant Agreement. Agreement ICTJ COL 2015. Project document and annexes
- The project and baseline documents:
4. ANNUAL COUNTRY PROGRAM PLAN. Colombia Program, FY18. ICTJ
 5. ANNUAL COUNTRY PROGRAM PLAN [Colombia FY17]. ICTJ
 6. FY16-FY17: Two-Year Colombia Country Program Plan. ICTJ
 7. Transitional Justice and accountability in Colombia, International Center for Transitional Justice (ICTJ) 2015-2018. Embassy of Sweden
 8. Risk Assessment Scale (Probability that risk situation will occur). ICTJ

9. “Support to Transitional Justice initiatives that advance accountability in the context of a complex Peace Process in Colombia” March 2015 – February 2018
10. Baseline Analysis for the Project “Support to Transitional Justice Initiatives that Advance Accountability in the Context of a Complex Peace Process in Colombia 2015–2018”. ICTJ
11. “SUPPORT TO TRANSITIONAL JUSTICE INITIATIVES THAT ADVANCE ACCOUNTABILITY IN THE CONTEXT OF A COMPLEX PEACE PROCESS IN COLOMBIA”. March 2015 – February 2018. ICTJ
12. Pursuing Justice in Changing Times. Strategic Plan 2015-2018. ICTJ

Annex 5: Work Plan

INCEPTION PHASE

December 19, 2017

- Videoconference meeting with evaluators, FCG and the Embassy
- Agenda topics: Contract, discussion of work plan proposed by the evaluators including first meeting with ICTJ, level of participation of the embassy during the process + other matters.

December 19 or 20, 2017

- First contact with evaluators and ICTJ team. If Heidi cannot be present due to Christmas travel, we propose conversation (using Skype) between Jocke and ICTJ team. Topics to discuss:
- Delivery of more documents
- List of people who should be interviewed by the evaluators. ICTJ to Jocke/Heidi
- ICTJ send e-mail to stakeholders (to be interviewed/approached) to present the evaluation and request their collaboration with the evaluators after the holidays/January 9
- Define who organizes the evaluators' work agenda. We suggest an assistant of the company of Heidi to perform this task during 8-10 days (from 8-10 January 2018) in close collaboration with ICTJ.
- Define date and content of inception report

Week: 2 – 5 January 2018

- Evaluators: Reading of relevant documents (project plan, reports, strategies + others)

Week: 8 – 12 January 2018

- Organization of interviews and focus groups (requests) both in Bogotá and elsewhere in Colombia.
- Reservations for lodging and transportation tickets (air and land)
- Reading and systematization of documents
- Preparation of questionnaires / interview guides

Week: 15 – 19 January 2018

- Organization of interviews and focus groups (requests) both in Bogotá and elsewhere in Colombia.
- Reservations for lodging and transportation tickets (air and land)
- Reading and systematization of documents
- Production of questionnaires / interview guides
- Preparation of the inception report
- Quality assurance of inception report by FCG QA person: Kim Forss

Week: 22 – 26 January 2018

- Monday 22 January: Delivery of report of initiation (Inception Report) Delivery of inception report and with the following content: a) dates, times, places, people, addresses, telephone numbers, e-mail of interviews / meetings, b) categorization of stakeholders (by their role in the project) (list), semistructured questionnaires for each category c) a first observation of the results matrix and the ICTJ reports the embassy and ICTJ, work agenda already prepared (75% - 90% ready)

DATA-COLLECTION, DATA-ANALYSIS AND DRAFT REPORTING PHASE

Week: 29 January – 2 February 2018

- Saturday 27 or Sunday 28 January: Jocke Nyberg, team leader travels from Stockholm to Bogotá
- Monday 29 January: Meeting between evaluators and the embassy to receive comments and suggestions on the initial report and more topics to update the evaluation process
- Monday 29 January: Meeting between evaluators and ICTJ to receive comments and suggestions from the start report and more topics to update the evaluation process
- Fine-tuning of the work agenda
- Rest of the week: Interviews in Bogotá
- Sunday, February 4: Trip to San Vicente de Caguán: Jocke Nyberg and Heidi Abuchaibe

Week: 5 – 9 February 2018

- Monday 5 - Wednesday 7: Interviews and focus groups in San Vicente de Caguán
- Thursday 8: Return to Bogotá
- Thursday 8 - Friday 9: Internal work of the team: Systematization of interview results
- Friday 9: Meeting with ICTJ to update the evaluation

Week: 12 – 16 February 2018

- Final interviews in Bogotá
- Travel to Medellín
- Systematization and analysis of the results of the interviews

Week: 19 – 23 February 2018

- Preparation of the report (draft version / draft report)

Week: 26 February – 2 March 2018

- Cont: Preparation of the report
- Quality assurance of the draft report by FCG QA person: Kim Forss

Week: 5 – 9 March 2018

- Delivery of the report to the Embassy and ICTJ: Presentation/Meetings with both ICTJ and Embassy.
- Reading and analysis of the report by the Embassy and ICTJ teams

Week: 12 – 16 March 2018

- Delivery of comments to the evaluators of the embassy and ICTJ

FINAL REPORT PHASE

Week: 19 – 23 March 2018 (Abuchaibe, 2017)

- Preparation of the final report
- Quality assurance of the draft report by FCG QA person: Kim Forss
- Team work: Administration and accounting

Week: 26 – 30 March 2018 (Holy Week)

- Delivery of the final report.

Annex 6: Donors to ICTJ Colombia 2015-2017¹⁸

Year	Donors	Sum USD	%
FY 2016 (April 2015 - March 2016)	KAF	58,876	12
	Sida Sweden	327,596	68
	Norway	10,886	2
	UNTF (= partly from Sida Sweden)	21,762	5
	UNDP	60,180	13
	Total	479,300	100
FY 2017 (April 2016- March 2017)	Sida Sweden	345,957	67
	UNDP	7,237	1
	UNDP	67,662	13
	Norway	98,710	19
	Total	519,566	100
FY 2018 (April 2017- March 2018)	Sida Sweden	180,043	33
	Norway	101,000	18
	Luxembourg	71,968	13
	Germany	195,157	36
	Total	548,168	100

¹⁸ The concepts in the table, for example “Sida Sweden”, are the ones used by ICTJ.



The key role of ICTJ in the designing of Colombia's complex Transitional Justice System

The present evaluation report analyses the relevance, effectiveness, impact and sustainability of a three-year project (2015–2017) implemented by the International Center for Transitional Justice (ICTJ) in Colombia. A main objective of the project was to influence the content of the peace agreement, signed in November 2016 between the Government of Colombia and the guerrilla organisation FARC, considering the armed conflict's victims' right to truth, justice and reparation and to achieve institutional reforms preventing violent conflict in the future.

The evaluators conclude that the activities were highly relevant for the needs and priorities of many involved stakeholders. ICTJ achieved results beyond the ones planned. At impact level ICTJ contributed significantly to the design of Colombia's transitional justice system. The project's efficiency was found to be good due to achieved results in time. On sustainability ICTJ's partners have achieved knowledge and awareness, especially on other transitional justice processes.

The evaluators recommend continued support ICTJ. Sweden should make efforts coordinate funding with other donors. A new project phase should focus more on Colombia's regions affected by the war where implementation of transitional justice measures will be a challenge. Improved gender mainstreaming of the project is also recommended.

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